



2011 Annual Report



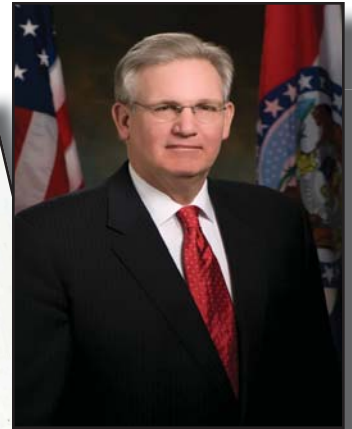
*A Bear Facts
Special Edition*

Jeremiah W. (Jay) Nixon
Governor



STATE OF MISSOURI
OFFICE OF THE ADJUTANT GENERAL
DEPARTMENT OF PUBLIC SAFETY
IKE SKELTON NATIONAL GUARD TRAINING SITE
2302 MILITIA DRIVE
JEFFERSON CITY, MISSOURI 65101-1203
<http://www.moguard.com>

Stephen L. Danner
Major General, MONG
The Adjutant General



Gov. Jeremiah W. (Jay) Nixon

Dear Governor Nixon,

I am pleased to present you this 2011 Annual Report of your Missouri National Guard. This year, your faith in and leadership of the Missouri National Guard greatly expanded our mission and responsibilities as we helped the citizens of this great state through some difficult times.

Hundreds of Soldiers and Airmen deployed to support overseas contingency operations in Iraq and Afghanistan, as well as peace-keeping operations in Egypt and a security mission in Qatar. Our Agribusiness Development Team program moved into its fifth rotation and we are training a sixth team to help the Afghan people sow the seeds that will help them reap an independent, democratic future.

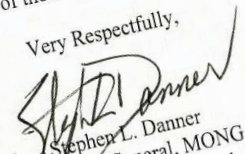
At home, the state endured some of the most difficult state emergencies it has faced in years. Missouri Soldiers and Airmen fought record flooding along both the Missouri and Mississippi Rivers. Our troops were on the scene immediately after one of the most devastating tornados in American history hit the town of Joplin. This winter, your visionary leadership helped the Show Me State avert what could have been a major disaster by staging Soldiers, Airmen and equipment in anticipation of a major winter storm.

We have also continued to have a major role in our federal mission. Missouri continues to fill its ranks and provide the federal government with trained, equipped units. We have been so successful that this year, we have gained three new engineer units – the 1135th Engineer Company (Clearance), the 335th Engineer Platoon (Area Clearance) and the 235th Construction Management Team.

This year, you helped us show the world what determined Citizen-Soldiers and Airmen can accomplish. In addition to fulfilling our state and federal obligations, you expected more from us. In Joplin, you tasked the National Guard as the lead state agency providing state oversight for federal relief efforts in Joplin. You also made the Guard responsible for the disaster recovery jobs programs, which brought jobs to people whose hometowns had been hit hardest by disasters and put the rebuilding effort squarely in their hands.

This has been a challenging year for the state, but under your leadership the Missouri National Guard has risen to meet every single one of those challenges.

Very Respectfully,


Stephen L. Danner
Major General, MONG
The Adjutant General



Maj. Gen. Stephen L. Danner

MISSOURI NATIONAL GUARD

2011 ANNUAL REPORT

MAJ. GEN. STEPHEN L. DANNER
Adjutant General

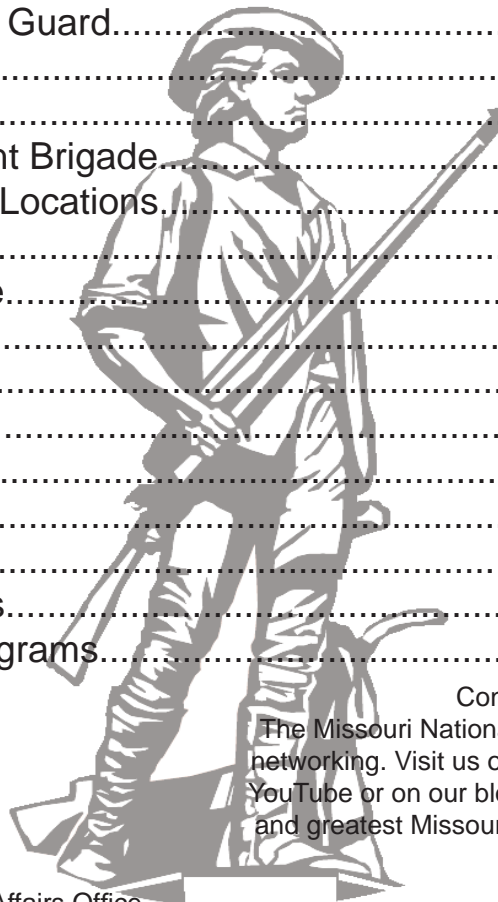
COMMAND SGT. MAJ. JAMES SCHULTE
State Command Sergeant Major

COMMAND CHIEF MASTER SGT. WILLIAM D. PHILLIPS
State Command Chief

The Missouri National Guard has a long, proud history of serving the state and nation. With more than 11,500 Soldiers and Airmen, the Missouri National Guard stands ready to meet its dual state and federal mission.

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Connect with us Online!

The Missouri National Guard is a national leader in social networking. Visit us on Facebook, Flickr, MySpace, Twitter, YouTube or on our blog. Become a fan, and learn the latest and greatest Missouri National Guard news as it happens.

Missouri National Guard Public Affairs Office
For more information, please contact us at (573) 638-9846 or
via e-mail at ngmo.pao@us.army.mil.
Missouri National Guard Office of the Adjutant General
2302 Militia Drive, Jefferson City, MO 65101

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Strategic Plan

EXECUTIVE SUMMARY

In the past, the Missouri National Guard has not operated under the direction of an over-arching Strategic Plan. In an effort to improve upon the MONG overall performance, senior leadership has undertaken the task of providing a way ahead for the organization. This Strategic Plan creates a focused effort on the core vision and values over the long term with an emphasis on improvement of the Missouri National Guard's overall performance. It will be utilized to build a solid foundation for future progress that is capable of reacting to new initiatives from inside and outside of the organization, while ensuring that the basics of the plan such as mission, vision, values and strategic goals will not change significantly over time.

Each Strategic Goal is intended to have long term objectives geared toward accomplishment of the over-arching plan. These long term objectives and short term objectives are the building blocks for overall accomplishment with stated end results and time-frames for measurable results.

In order for this plan to succeed, every member of the Missouri National Guard must be aware of the goals. Every leader must gear decisions based upon achievement of the strategic goals. This is a race toward long-term success with many interim achievements necessary for continual improvement of the organization.

MISSION

The Missouri National Guard organizes, trains and prepares a Family and community-based force of ready Citizen-Soldiers and

Airmen as units to defend and serve the people of Missouri and the United States of America.

VISION & VALUES

We are a recognized community and national leader in Soldier, Airman and Family readiness, possessing agile and effective units capable of responding to changing demands.

Soldier, Airman and Family focused

Honor in all we do

Opportunities for all

Willing to learn

Meet changing demands

Empower and mentor



STRATEGIC GOALS

Goal I: Improve Individual Soldier/Airman Readiness

Goal II: Empower the Organization

Goal III: Incorporate Strategic Communication throughout the Organization

Goal IV: Optimize Responsible Resources Management

Goal V: Manage and Grow Force Structure

Economic Impact

Fiscal Year 2011

CITY . COUNTY	TOTAL	CITY . COUNTY	TOTAL
ALBANY (GENTRY)	\$1,762,245	LEES SUMMIT (CASS)	\$37,045
ANDERSON (McDONALD)	\$1,437,408	LEXINGTON (LAFAYETTE)	\$5,718,033
ARNOLD (JEFFERSON)	\$325,887	MACON (MACON)	\$1,947,150
AURORA (LAWRENCE)	\$2,921,640	MARSHALL (SALINE)	\$3,157,287
BALLWIN (ST LOUIS)	\$235,294	MARYVILLE (NODAWAY)	\$3,220,162
BOONVILLE (COOPER)	\$2,738,771	MEXICO (AUDRAIN)	\$2,738,880
CAMDENTON (CAMDEN)	\$11,089	MOBERLY (RANDOLPH)	\$557,703
CAPE GIRARDEAU (CAPE GIRARDEAU)	\$6,537,563	MONETT (BARRY)	\$1,844,794
CARROLLTON (CARROLL)	\$28,710	NEOSHO (NEWTON) Camp Crowder	\$3,364,548
CARTHAGE (JASPER)	\$1,408,336	NEVADA (VERNON) Camp Clark	\$3,899,150
CENTERTOWN (COLE)	\$23,629	OZARK (CHRISTIAN)	\$34,078
CHILLICOTHE (LIVINGSTON)	\$1,601,258	PERRYVILLE (PERRY)	\$1,069,483
CLINTON (HENRY)	\$1,274,413	PIERCE CITY (LAWRENCE)	\$1,530,185
COLUMBIA (BOONE)	\$3,361,532	POPLAR BLUFF (BUTLER)	\$8,556,815
DeSOTO (JEFFERSON)	\$1,463,865	PORTAGEVILLE (NEW MADRID)	\$800,751
DEXTER (STODDARD)	\$1,520,469	RAYTOWN (JACKSON) Field Maintenance Shop	\$1,951,341
DONIPHAN (RIPLEY)	\$379,487	RICHMOND (RAY)	\$1,261,469
FARMINGTON (ST FRANCOIS)	\$1,793,666	ROLLA (PHELPS)	\$2,380,830
FESTUS (JEFFERSON)	\$4,587,372	SALEM (DENT)	\$56,623
FLORISSANT (ST LOUIS)	\$232,843	SEDALIA (PETTIS)	\$3,693,990
FREDERICKTOWN (MADISON)	\$604,962	SIKESTON (SCOTT)	\$1,226,244
FORT LEONARD WOOD (PULASKI)	\$21,819,035	SPRINGFIELD (GREENE)	\$142,834,300
FORT LEONARD WOOD Air (PULASKI)	\$1,075,460	SPRINGFIELD AVCRAD (GREENE)	\$40,004,973
FULTON (CALLAWAY)	\$3,247,455	ST. CHARLES (Recruiting)	\$20,102
HANNIBAL (MARION)	\$3,080,593	ST. CLAIR (FRANKLIN)	\$1,843,322
HARRISONVILLE (CASS)	\$3,971,891	ST. JOSEPH (BUCHANAN) Air	\$1,898,387
INDEPENDENCE (JACKSON)	\$1,916,290	ST. JOSEPH (BUCHANAN) Army	\$5,804,050
JACKSON (CAPE GIRARDEAU)	\$482,951	ST. LOUIS (ST LOUIS) Air	\$22,500,576
JEFFERSON BARRACKS (ST LOUIS) Army	\$26,823,253	ST. LOUIS (ST LOUIS) Army	\$5,918,296
JEFFERSON BARRACKS (ST LOUIS) Air	\$13,319,055	ST. PETERS (ST CHARLES)	\$41,674
JEFFERSON CITY Army (COLE/CALLAWAY)	\$105,933,574	TRENTON (GRUNDY)	\$15,341,624
JEFFERSON CITY Air (COLE/CALLAWAY)	\$4,780,557	WAPPAEELLO (WAYNE)	\$135,923
JOPLIN (JASPER)	\$4,181,424	WARRENSBURG (JOHNSON)	\$3,306,143
KANSAS CITY (JACKSON)	\$16,851,920	WARRENTON (WARREN)	\$2,335,002
KENNETT (DUNKLIN)	\$2,688,501	WELDON SPRINGS (ST CHARLES)	\$19,177
KINGSHIGHWAY	\$144,886	WEST PLAINS (HOWELL)	\$1,037,737
KIRKSVILLE (ADAIR)	\$1,038,173	WHITEMAN AIR FORCE BASE (JOHNSON) Air	\$17,460,750
LAMAR (BARTON)	\$688,297	WHITEMAN AIR FORCE BASE (JOHNSON) Army	\$32,003,189
LEBANON (LACLEDE)	\$3,624,412	Total:	\$591,469,952



Through its community-based organization, federal and state funding for Missouri National Guard (ARNG/ANG) activities provides an economic benefit to communities throughout Missouri as the money received is turned over several times in every segment of the state economy.

This unique presence is financially supported through a mixture of federal and state funding. Economic benefits occur in the form of military and civilian pay and allowances, the purchase of goods and services, and through capital investments in military construction projects. In deriving the economic impact data for FY10, financial information was collected from the official accounting records of the Missouri Army and Air National Guard. The total economic impact figure was accelerated by 1.979 times to reflect the National Guard Bureau economic money-multiplier effect of dollars in action throughout Missouri communities.

Economic Impact	
Traditional Guard Pay	\$105,912,340
Active Guard Pay	\$82,574,346
Civil Service Technician Pay	\$95,887,694
Mobilized Pay	\$50,054,180
State Pay	\$3,105,778
Total Guard Related Payrolls:	\$337,534,339
Total Contracts	\$214,819,922
Supplies, Equipment, Maintenance, Repair	
Local Construction Projects	\$39,115,691
State and Federal Operations	
Total Guard Related Operational Expenditures:	\$253,935,613
Total Missouri Guard Expenditures:	\$591,469,952
x Gross Income Multiplier for Missouri	1.27
Total Economic Impact	\$751,166,839
*Federal State Emergency Duty reimbursement is not reflected in community totals	

Stateside Operations

MISSION

The Missouri National Guard's state mission is to support the Governor by providing trained personnel and equipment to protect life and property, and to maintain peace, order and public safety.

Date	Force	Emergency	Area
• February	853 Soldiers	Winter Storm (Bitter Rain)	Statewide
• April/May	771 Soldiers	Flood Response (Rising Tide)	Southeast Missouri
• May/June	377 Soldiers	Tornado Response (SW Twister)	Southwest Missouri
• June/July/August	500 Soldiers & Airmen	Flood Response (Northern Tide)	Northwest/Central Missouri

DEFENSE SUPPORT TO CIVILIAN AUTHORITIES

Since early 2011, the Missouri National Guard has continuously provided defense support to civilian authorities. This included an unprecedented, 163 straight days from 21 April through 30 September and continuing into the next fiscal year.

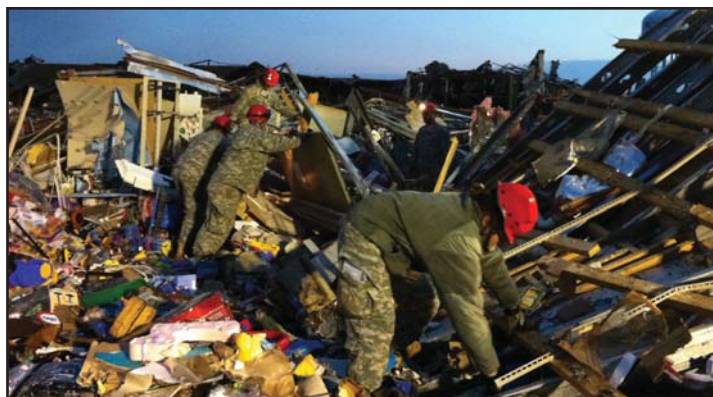
Operation Show-Me Bitter Rain: This winter storm event in late January, early February 2011 affected 39 counties in the state dropping heavy amounts of snow, closing roads and preventing emergency responders and critical personnel from performing their duties. The Missouri National Guard pre-positioned forces ahead of the impending storm and responded to direct support requests from civil authorities during the six-day event. At the height of the response, 853 National Guardsmen and were mobilized. The main guard activities centered on using high mobility military vehicles to transport first responders and key personnel to essential facilities. Guard personnel also conducted health and wellness checks and transported critical commodities.

Operation Show-Me Rising Tide: In April and May of 2011, large amounts of rain in Missouri and in the Ohio River Basin, coupled with earlier rain and snow melt in northern states, caused flash flooding along several rivers and tributaries in Southeastern Missouri, as well as along the Mississippi River. This affected seven counties in the southeast portion of the state. Again, the Missouri National Guard pre-positioned forces for a response and responded to support requests from civil authorities in those counties. At the height of the operation, which lasted for 30 days (21 April to 21 May), 771 guard personnel were mobilized. The primary missions the guard supported involved sandbagging, levee monitoring, health and wellness checks, supporting civilian evacuation efforts, and providing security support to local law enforcement.

National Level Exercise: May 16-20, 2011, as the April/May flooding support operations were drawing to a close, the Missouri National Guard participated in the National Level Exercise, sponsored by the U.S. Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA), which simulated response activities to a catastrophic earthquake centered in the New Madrid Seismic Zone. Participation was largely centered on brigade level and higher headquarters with substantial interagency coordination across multiple state and federal agencies. The exercise validated the Joint Staff, Senior Commands and Air Wings ability to respond and conduct Defense Support to Civil Authorities (DSCA). The exercise was designated a Tier 1 NLE directed by the White House. Innumerable lessons were learned during this training event which will be codified in response plans. Further testing is planned during another earthquake exercise when the Missouri National Guard participates in Vigilant Guard 13, which is scheduled for November 2012. It is sponsored by the United States Northern Command in conjunction with National Guard Bureau. The exercise will challenge the Missouri National Guard's cooperation and working relationship with regional civilian, military and federal partners along with improving the Joint Staff, Senior Commands and Air Wings response to a catastrophic earthquake within the NMSZ.



Operation Show-Me Southwest Twister: May 22, an incredibly destructive tornado ravaged the city of Joplin and surrounding communities. The Missouri National Guard mobilized 377 personnel, at the height of response, to assist civil authorities in conducting search and rescue, security operations (Traffic Control Points and Security Patrols), assisting with transport and establishment of the Mobile Medical Unit, and performing functions related with Memorial Activities/POTUS visit to honor the victims of the tornado. The Missouri National Guard was also charged with debris clean-up oversight and coordination. In this regard, the Guard provided 45 personnel and developed debris clearance tracking mechanisms, liaised with municipal/state/federal partners, and resolved various contentious issues (private property, titled property, etc) resulting in a highly successful rapid removal process. This effort continues into fiscal year 2012, but in FY11, over 1.5 million Cubic Yards of debris were removed; over 3100 Expedited Debris Removal parcels were cleared; and more than 1100 commercial parcels in Joplin and Duquesne were cleared. The Missouri National Guard has also assisted the Department of Workforce Development with a Disaster National Emergency Grant of \$5.8 million to establish the **Missouri Disaster Recovery Jobs Program (DRJP)** for Jasper and Newton Counties. The purpose of the program was to create temporary jobs to assist in the clean-up of public areas and restoration as a result of the disaster. These jobs include debris removal, restoration of public facilities, and working on projects that and provide food, clothing, shelter and other humanitarian assistance for disaster victims. More than 1,502 civilians were temporarily employed through the program.



Operation Show-Me Northern Tide: Due to heavy rains and larger than expected snow melt in the northern plains states, the US Army Corps of Engineers was forced to release unprecedented amounts of water from upstream impoundments into the Missouri River. The release of water continued for more than three months and caused prolonged moderate and major flood stages in northwest and central Missouri. Ultimately, several levee systems experienced structural issues including failures. The Missouri National Guard mobilized forces for flood response, with more than 500 Service members on duty at the height of the operation - which began June 3, 2011. Guard forces responded to civil authority requests mainly with sandbagging operations, including aerial delivery, levee monitoring, security operations, and commodities distribution.

Operation Cold Case: Due to numerous natural disasters affecting the state over the past several years, an unparalleled amount of disaster reimbursement claims remain open throughout the state. At the direction of the Governor, the Missouri National Guard mobilized 16 personnel to expand the State Emergency Management Agency's capacity in processing these claims. After training by SEMA subject matter experts, National Guard Soldiers and Airmen provided administrative support, as well as field teams to personally meet with applicants and document the status of disaster recovery projects. To date, the Missouri National Guard and SEMA have assisted local authorities with providing documents to close 700 claims with an estimated worth of \$6.5 million.



STATE EMERGENCY DUTY ROLL-UP

YEAR	MONTH	PERSONNEL	DESCRIPTION	AREA / TOWN
2005	AUG/SEP	2,000 Soldiers/Airmen	Hurricane Katrina Response	State of Louisiana
2006	APR	55 Soldiers	Tornado Response	Caruthersville
	JUL	625 Soldiers	Summer Storms	St. Louis
	SEP	100 Soldiers	Amber Alert Assistance	Franklin County
	DEC	250 Soldiers	Winter Storms	St. Louis; St. Louis County
2007	JAN	525 Soldiers	Ice Storms	SW MO; Central MO; St. Louis
	MAY	130 Soldiers	Flood Response	NW MO
	DEC	250 Soldiers/Airmen	Winter Ice Storms	SW/NW MO
	FEB	20 Soldiers/Airmen	Bio-Hazard Threat	University of Missouri - Rolla
	NOV	230 Soldiers/Airmen	F-15 Crash Response	Boss, MO
	AUG	20 Soldiers/Airmen	Chemical Hazard Response	Lee's Summit, MO
2008	FEB	30 Soldiers	Ice Storm	SE MO (Cape Girardeau)
	MAR	25 Soldiers/Airmen	Flood Response	SE MO (Piedmont; Marble Hill)
	MAY	20 Soldiers	Tornado Recovery	SW MO (Granby; Newtonia)
	MAY	20 Soldiers/Airmen	Chemical Hazard Response	Lebanon, MO
	JUN/JUL	1,200 Soldiers/Airmen	Flood Response	Upper Mississippi River
	AUG/SEP	1,200 Soldiers/Airmen	Hurricane Gustav Response	State of Louisiana
	SEP	14 Soldiers	Hurricane Ike Response	State of Texas
2009	JAN/FEB	400 Soldiers/Airmen	Winter Ice Storms	Southeast Missouri
	MAR/APR	12 Soldiers	Winter Storms/Flood	State of North Dakota
2010	MAY	8 Soldiers	Oil Spill Response	State of Louisiana
	JUN	50 Soldiers/Airmen	Flood Response	St. Joseph
2011	JAN/FEB	600 Soldiers/Airmen	Blizzard Response	Statewide
	APR	89 Airmen	Tornado Response	St. Louis
	APR/MAY	700 Soldiers/Airmen	Flood Response	Lower Mississippi River
	MAY-OCT	275 Soldiers/Airmen	Tornado Response	Joplin
	JUN-	480 Soldiers/Airmen	Flood Response	Missouri River



Federal Operations

MISSION

The Missouri National Guard supports national military objectives by providing trained and equipped troops for federal mobilization. From October 2010 through September 2011, the Missouri National Guard deployed 1,681 Soldiers and 346 Airmen around the world in support of the Global War on Terrorism and overseas contingency operations.

FEDERAL DEPLOYMENTS



Army National Guard Units Deployed FY-11

• 175th Military Police Battalion	Columbia
• 3/135th Aviation Battalion	Fort Leonard Wood
• 4175th Military Police Detachment (CID)	Fulton
• 2175th Military Police Company	Hannibal
• 1138th Transportation Company	Jefferson Barracks
• Joint Force Headquarters – Missouri (Elements)	Jefferson City
• Agri-Business Development Team III	Jefferson City
• Agri-Business Development Team IV	Jefferson City
• Agri-Business Development Team V	Jefferson City
• 135th Military History Detachment	Jefferson City
• 229th Multifunctional Medical Battalion	Jefferson City
• 835th Combat Sustainment Support Battalion	Jefferson City
• 203rd Engineer Battalion	Joplin
• Company A, 203rd Engineer Battalion	Joplin
• 110th Maneuver Enhancement Brigade (Elements)	Kansas City
• 1141st Engineer Company (Sapper)	Kansas City
• 1137th Military Police Company	Kennett
• 935th Aviation Support Group (Elements)	Lebanon
• 205th Military Police Battalion	Poplar Bluff
• 1107th Aviation Group	Springfield
• 1107th Aviation Group (Elements)	Springfield
• 3175th Chemical Company	St. Peters
• 548th Transportation Company	Trenton
• 1/135th Aviation Battalion (Elements)	Whiteman AFB

Air National Guard Units Deployed FY-11

• 139th Airlift Wing	St. Joseph
• 157th Air Operations Group	St. Louis

CAPABILITIES

Aviation

Army/Air Guard

- Airport operations
- Command and control aircraft
- Supplies and equipment distribution
- Reconnaissance
- Search and rescue
- Security operations

Engineer

Army/Air Guard

- Barrier construction
- Health and wellness checks
- Horizontal and vertical construction
- Emergency route clearance
- Search and rescue and
- Security operations

Infantry

Army Guard

- Health and wellness checks
- Search and rescue
- Security operations

Medical

Army/Air Guard

- Health and wellness checks
- Medical assistance
- Sustainment operations

Military Police

Army/Air Guard

- Health and wellness checks
- Search and rescue
- Security operations

Signal

Army/Air Guard

- Communications
- Network security

Support Battalion/Units

Army/Air Guard

- Health and wellness checks
- Security Operations
- Sustainment operations

Transportation

Army/Air Guard

- Distribution of supplies/equipment
- On- and off-road transportation

CBRN

Army/Air Guard

- Military CBRN Forces Command and Control
- Security operations
- Search, rescue and extraction
- Technical and mass decontamination
- Medical triage and lifesaving
- Incident Management Communications
- Hazard identification and mitigation advice



Accomplishments

MISSOURI RESERVE MILITARY FORCE

Maj. Gen. Stephen L. Danner has recently established the Missouri Reserve Military Force. The National Guard has become such an integral part of the active components as an operational force that many states are standing up reserve forces to supplement state emergency and natural disaster assistance. Chapter 41 of the Revised Statutes of Missouri authorizes a standing organized militia including the Army National Guard, Air National Guard, and the Missouri Reserve Military Force.

The Force will be organized and focused on three principle tasks: first, to complement the National Guard in its mission to assist civil authorities in emergencies and natural disasters; second, to assist the National Guard in carrying out its mission to recruit, train, and prepare National Guard Soldiers and Airmen to deploy in service to the United States; and third, to assist Family members at home during deployments.

The Force will be composed of volunteers including, Missouri Guard retirees; other military retirees/veterans; Partners in Care - volunteers from faith-based organizations; professional licensed

personnel such as medical, law, engineering, counselors, amateur radio operators, law enforcement, firefighters and emergency responders, Missouri farmers and ranchers, and National Incident Management System (NIMS)/emergency management qualified personnel.

Membership in the Force may not include any person serving in the active duty, National Guard or Army Reserve, to include Ready Reserve and Standby Reserve. Retired Reserve members may also volunteer for the Force.

The initial recruitment of volunteers will focus on our Missouri Guard retirees. Missouri Guard retired Soldiers and Airmen have the unique opportunity to utilize their expertise, prior training, and military leadership skills to work with our Guard units in helping local officials and the citizens of Missouri respond and recover during times of emergency.

An informational letter with an attached application for membership was recently mailed to Missouri Guard retirees.

COUNCIL OF GOVERNORS

January 11, 2010, President Obama signed an executive order establishing a Council of Governors to strengthen the partnership between the federal and state government and enhance the protection of the homeland. The bipartisan Council is composed of 10 state governors, selected by the President with input from governors and governors' associations to serve two year terms.

The Council has no more than five members from the same party and represents our nation as a whole. In addition to Missouri, governors from Arizona, Puerto Rico, Oklahoma, Virginia, Maryland, North Carolina, South Dakota, Vermont and Washington were appointed by the President. The Council reviews matters involving the National Guard; homeland defense; civil support; synchronization and integration of State and Federal military activities in the United States; and other matters of mutual interest related to the Council's charter.

Federal members of the Council include the Secretary of Defense, the Secretary of Homeland Security, the Assistant to the President for Homeland Security and Counterterrorism, the Assistant to the President for Intergovernmental Affairs and Public Engagement, the Assistant Secretary of Defense for Homeland Defense and Americas Security Affairs, the U.S. Northern Command Commander, the Commandant of the Coast Guard, and the Chief of the National Guard Bureau.

In partnership with Governor Luis Fortuño of Puerto Rico, Governor Nixon, assisted by Maj. Gen. Stephen L. Danner, leads this Council's subcommittee on personnel issues. Governor Nixon was instrumental in providing the state leadership necessary to engage the federal members of the Council to establish a "statement of principles" to ensure a synchronized, coordinated and effective state-federal partnership to respond to any disaster incident.

MISSOURI COMMUNITIES OF EXCELLENCE (MoCOE)

Missouri Communities of Excellence (MoCOE) was created by the adjutant general as a program of record for the Missouri National Guard in 2010, the purpose of the program is to further assist the Missouri Guard to better serve Missouri communities. The program serves as a reference point to support the strategic objectives and joint operational capabilities of the Guard. The underlying programs are: the Baldrige National Quality Program (Army Communities of Excellence or ACOE) and Joint Continuous Process Improvement (Lean Six Sigma or JCPI) Program. MoCOE tenets are "development, performance, and relevance."

JCPI: This program combines the process improvement tools of Lean and Six Sigma, and has been a basis for determining cost savings and man-hour reduction for processes linked to the strategic goals of the Missouri National Guard. In 2011, five Soldiers were trained as Lean Six Sigma Green Belts. Two projects were completed that assisted the Missouri Guard in reducing cost and improving work processes.

- 1st Lt. Allen Bear, with the 139th Airlift Wing, St. Joseph, completed a cost savings project that has identified \$6,357.72, an-

nually in hazardous waste reduction efforts.

- Sgt. Maj. Brian Graves, with the 35th Engineer Brigade, Fort Leonard Wood, completed a man-hour reduction project that has the equivalent cost savings of \$17,250 annually for key military unit appointments, such as equal opportunity and suicide prevention.

ACOE: This program utilizes the organizational assessment criteria within the National Baldrige Quality Award to grade organizational success within participating National Guard states. Feedback from annual submissions assists organizations in developing action plans to enhance performance.

- In 2010 the Missouri National Guard developed a partial Baldrige National Quality Award submission and was awarded in 2011 with a 'honorable mention' for pioneering organizations.

- The partial submission provided much needed feed back regarding developing an updated strategic plan, resulting in 2011 senior leaders organization meeting to develop the Missouri National Guard mission, vision, values and strategic objectives.

STATE OF THE MISSOURI NATIONAL GUARD

AIR NATIONAL GUARD

The Missouri Air National Guard achieved 95.02 percent strength with 2,440 Airmen.

ARMY NATIONAL GUARD

The Missouri Army National Guard achieved 97.4 percent strength with 9,074 Soldiers.

ORGANIZATION

The Missouri National Guard stands ready to provide trained and ready forces to the Governor of the State of Missouri and the President of the United States.

Individual Soldier Readiness (ISR) is our formation's readiness cornerstone. We prioritize and focus our resources on producing

ready Soldiers.

Individually, Soldiers must be duty military occupational specialty qualified (DMOSQ), medically and administratively ready, professionally developed according to their rank, physically and mentally resilient, proficient as leaders, and disciplined.

EQUIPMENT

- The Missouri National Guard is currently equipped at 84 percent of critical dual use equipment necessary for sufficient response to state and federal missions.
- Missouri National Guard equipment experienced very high levels of use during the last year as a result of pre-mobilization training, snow storms, floods, tornado's and annual training.
- Missouri continues to receive new equipment at historically record levels. Equipment types received during the year include: armored security vehicles, howitzers, light and medium trucks, Humvees, laundry units, and night vision devices.
- The Missouri National Guard maintains equipment well with 91.25 percent equipment readiness rate across commands.

OPERATIONAL FORCES

- The Missouri Army National Guard continues to lean forward and prepare Soldiers and units for deployment in operations around the world to extend our capabilities and initiatives to protect Missourians, as well as all citizens of our nation.
- The 35th Combat Aviation Brigade is continuing to prepare for deployment to the US Central Command area of operation. This is a very complex deployment with over 70 units from 15 states preparing to deploy under the brigade's command and control. The CAB is a multi-functional brigade-sized unit offering a combination of attack helicopters (AH-64 Apache), reconnaissance helicopters (OH-58 Kiowa), medium-lift helicopters (UH-60 Black Hawk), heavy-lift helicopters (CH-47 Chinook), and Medical Evacuation (MEDEVAC) capability.
- The 35th Engineer Brigade continues to act as a contingency tactical command post and exercise planning organization in support of U.S. Army South. As a result of this ongoing relationship, the brigade will lead a more than 600-Soldier task force in a "Beyond the Horizons" exercise. The task force will build and renovate schools, as well as provide medical care in rural areas of Guatemala and Honduras.
- 70th Troop Command is tasked as the FEMA Region 7 Homeland Response Force - one of only 10 HRFs nationwide. While capable as an all-hazards response force, the HRF is designed to respond to Chemical, Biological, Radiological, and Nuclear (CBRN) incidents. The HRF, also National Guard Reaction Force with non-lethal capability sets, when directed by proper authority and upon consent of the Governor(s), alerts, assembles and deploys within six to 12 hours and conducts command and control; security; search and rescue; search and extraction; decontamination; and medical triage as needed in order to save lives and mitigate human suffering. Troop Command has spent the past 10 months building the HRF and will be validated by the Secretary of Defense in March 2012.
- 110th Maneuver Enhanced Brigade is breaking new ground with U.S. Army Africa by planning and conducting brigade headquarters command and control for "Eastern Accord 2012" in Tanzania. The intent of the Eastern Accord exercise is to conduct humanitarian assistance and disaster relief operations; enhance capabilities and interoperability; gain and maintain regional access; and establish relationships with Regional Brigade Security Force partners.

PLANNING AND PREPAREDNESS

- The Missouri National Guard used the "whole of government integration and cooperation concept" - which reduces response times, improves response efficiency, and ensures response effectiveness to expanded its emergency response planning, training and engagement efforts with civil authorities including:
 - Teamed with the Federal Emergency Management Agency (FEMA) and Missouri State Emergency Management Agency (SEMA) to develop a comprehensive New Madrid Seismic Zone (NMSZ) earthquake response plan spanning all emergency support functions.
 - Initiated a pre-scripted liaison officer program which provides "named" liaison officers to all SEMA regions and 114 counties across Missouri. These liaison officers routinely meet with and inform emergency management directors of Missouri National Guard response capabilities and limitations. As a generally known local point-of-contact, they facilitate rapid Missouri National Guard support to civil authorities.
 - Continue to ensure key command and staff personnel are fully trained in the National Incident Management System (NIMS) and Defense Support to Civil Authorities (DSCA).
- 2011 and 2012 mark the 200th anniversary of the last great New Madrid earthquakes. Recognizing the catastrophic event potential of a future earthquake and capitalizing on the anniversary, the Missouri National Guard is taking multiple steps to increase preparedness.
- The Missouri National Guard is expanding its CBRN response capability. Missouri volunteered and was selected as one of 10 states to implement the new Homeland Response Force (HRF). The HRF will be fully operational by March 2012. An expansion on the former CBRN Emergency Response Force Package (CERFP), the HRF will provide rapid CBRN response for Missouri and FEMA Region VII. Enhancements include the capability to command and control multiple Civil Support Teams and CERFPs; security forces to facilitate control within a chaotic CBRN environment; additional full-time personnel to enhance planning, coordination and facilitate rapid response.

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Spc. James Dylan Havelka,
Jalalabad Afghanistan.
Missouri National Guard
Agri-Business Development Team IV



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35TH ENGINEER BRIGADE

FORT LEONARD WOOD



MISSION

The 35th Engineer Brigade, based at Fort Leonard Wood, undertakes plans, integrates and directs the execution of engineer missions conducted by the 1140th Engineer Battalion in Cape Girardeau and the 203rd Engineer Battalion in Joplin with their respective subordinate units. When federalized, the brigade mobilizes with 3-5 mission tailored engineer battalions and augments engineer units organic to corps and division.

The 35th Engineer Brigade provides technical and tactical guidance and command and control to its teams, companies and battalions.



ORGANIZATION

BRIG. GEN. RANDY A. ALEWEL

COMMAND SGT. MAJ. WILL E. PIERCE

HEADQUARTERS, HEADQUARTERS COMPANY

FORT LEONARD WOOD

1140th ENGINEER BATTALION

CAPE GIRARDEAU

- Headquarters Company - Cape Girardeau
- Forward Support Company - Cape Girardeau
- 220th Engineer Company (Horizontal) - Festus
- 880th Engineer Team (Haul) - Perryville
- 1138th Engineer Company (Sapper) - Farmington/Fredericktown
- 1438th Engineer Company (Multi-Role Bridge Company) - Macon/Kirkville

203rd ENGINEER BATTALION

JOPLIN

- Headquarters Company - Joplin
- 117th Engineer Team (Asphalt) - Monett
- Forward Support Company - Joplin
- 1141st Engineer Company (Sapper) - Kansas City
- 276th Engineer Company (Vertical) - Pierce City
- 294th Engineer Company (Equipment Support) - Carthage/Anderson

HIGHLIGHTS

- The Forward Support Company, 1140th Engineer Battalion took 1st place for the National Army Award for Maintenance Excellence in the small unit category. They are only the second unit in National Guard Bureau, Region V ever to earn this prestigious four-star award.
- The 220th Engineer Company (Horiz) conducted its own motor pool expansion during annual training 2011, assisted by the 880th Engineer Haul Team. The project encompassed approximately 37,000 square feet and provided valuable heavy equipment and construction training to 220th and 880th Soldiers. Soldiers surveyed, hauled aggregate, compacted, graded the area, and installed drainage, while installation of the fence, gate and lighting was contracted. The 35th Engineer Brigade Design Section developed the written construction plans.
- The 1141st En Co (Sapper), the 294th En Co (SPT),

and the 276th En Co (Vertical) attended annual training at Hohenfels Germany in Support of Joint Multinational Readiness Center exercises involving NATO observer mentor liaison teams and upgrading their training areas. They were part of the enabler force that helped train German and Dutch NATO forces in preparation for deployment to Afghanistan to train and mentor the Afghanistan national army.

- 117th Asphalt Team took apart and reconstructed a hospital tent for the devastating tornado in Joplin - completed in record time. They also removed fence from Jefferson Barracks in St. Louis to reconstruct in Anderson around a future motor pool.
- Training year 2012 there will be three new units standing up under the brigade: 235th En Det (Const Mgmt Tm), Fort Leonard Wood; 335th En Plt (Area Clearance), Rolla; and the 1135th En Co (Clearance), Richmond.



110TH MANEUVER ENHANCEMENT BRIGADE

KANSAS CITY

ORGANIZATION

COL. WILLIAM A. WARD

COMMAND SGT. MAJ. PHILLIP M. LEDERLE

HEADQUARTERS AND HEADQUARTERS COMPANY

KANSAS CITY

135th SIGNAL COMPANY

KANSAS CITY

311th BRIGADE SUPPORT BATTALION

LEXINGTON

- Headquarters and Headquarters Detachment - Lexington
- Company A - Nevada/Lamar
- Company B - Fulton
- 548th Transportation Company - Trenton
- 1138th Transportation Company - Jefferson Barracks

1-138th INFANTRY REGIMENT

KANSAS CITY

- Headquarters and Headquarters Company - Kansas City
- Company A - Kansas City/Boonville
- Company B - St. Louis
- Company C - St. Louis/Perryville
- Company D - Monett/Anderson
- 138th Forward Support Company - Jefferson City

1-129th FIELD ARTILLERY REGIMENT

MARYVILLE

- Headquarters and Headquarters Battery - Maryville
- Battery A - Albany
- Battery B - Chillicothe
- Battery D - Independence
- 1128th Forward Support Company - Marshall/Richmond

HIGHLIGHTS

- The brigade, and its subordinate units, responded to three state emergency duties. Operation Bitter Rain, the brigade ran the command and control operations headquarters. Task Force Phoenix, commanded by Col. William A. Ward, was established to coordinate debris removal in Joplin. For northwest Missouri flooding, Task Force 110 was established with command and control operations.
- The brigade and its units took part in the National Level Exercise.
- HHC, 110th MEB fielded new equipment for the brigade to include nonlethal capability sets for military police operations and Blue Force Tracker computer systems. The unit participated in the NLE and the 35th Infantry Division Full Spectrum Exercise.
- The 135th Sig. Co. was the first in Missouri to set up, install and operate the Warfighter Information Network-Tactical. During the NLE it set up communications in Kansas City, Lexington and Maryville and provided communication support during the blizzard response, tornado efforts and northwest Missouri flood fight.
- Under the 311th BSB, two companies deployed separately to Afghanistan. The 311th BSB supported communities during the winter blizzard. Troops were

activated in support of Task Force Phoenix and again for seven weeks of flood duty. The 311th BSB conducted annual training at the National Maintenance Training Center in Camp Dodge, Iowa where they were tested on conducting support operations.

- The 1-138th IN participated in Operation Orient Shield in Hokkaido, Japan and the regiment took part in Operation Golden Coyote in Rapid City, S.D. The 1-138th IN sent response teams to Joplin for tornado recovery efforts and provided security during President Obama's visit. The regiment also supported flood relief efforts in northwest Missouri.
- The 1-129th FA fielded 18 new M777, 155mm Lightweight Howitzers. The battalion also received 18 new M1083 five-ton trucks and new WIN-T equipment. While supporting Bitter Rain, the 1-129th FA provided roving patrols and wellness checks. Nearly 300 artillerymen were deployed during the summer of 2011 supporting the northwest Missouri flood fight. The battalion aided nine counties with various missions such as sandbagging, roving patrols, check points, quick reaction force, liaison and recon operations.



MISSION

The 110th Maneuver Enhancement Brigade enables, enhances, and protects the operational and tactical freedom of action of the supported force. It receives and integrates mission tailored forces to brigade combat teams and support brigades. It commands and controls forces necessary to conduct security and functional operations in a designated area of operations in order to enable force application, focused logistics, battle space awareness and protection.



MISSOURI NATIONAL GUARD

Albany
Btry A, 1/129 FA

Anderson
Det 1, 294 En Co
Det 1, Co D, 1/138 In

Aurora
Co A, 935 Spt Bn (ASB)

Boonville
Det 1, Co A, 1/138 In

Cape Girardeau
HHC, 1140 En Bn
FSC, 1140 En Bn
Det 2, MOARNG Med Det
Det 5, MO Rec & Ret Bn

Carthage
294 En Co (SPT) (-)

Chillicothe
Btry B, 1/129 FA

Clinton
Co E (-), 1/135 Av Bn

Columbia
HHD, 175 MP Bn
Det 1, 1140 MP Co

De Soto
735 Field Svc Co (-)

Dexter
1221 Trans Co (-)

Doniphan
Det 2, 1137 MP Co

Farmington
1138 En Co (-) (Sapper)

Festus
220 EN Co (HORIZ)
Det 7, MO Rec & Ret Bn

Ft. Leonard Wood
HQ, 35 En Bde
235 En Det (Const Mgmt)
Det 1, HHC, 1/106 Avn
Co C, 1/106 Avn
Det 1, Co D, 1/106 Avn
Det 1, Co E, 1/106 Avn
HQ, 140 Regt (RTI)
1 Bn (En), Tng Bn
2 Bn, 140 Regt (RTI)(GS)
RTS-Maintenance
Ft. Leonard Wood Tng Site

Fredericktown
Det 1, 1138 En Co (Sapper)

Fulton
Co B, 311 BSB
4175 MP Det (CID)

Hannibal
2175 MP Co (-)

Harrisonville
1139 MP Co

Independence
Btry D, 1/129 FA

Jackson
Det 1, 1137 MP Co

Jefferson Barracks
70 Troop Command
1035 Maint Co (SMC)
1138 Trans Co
3175 Chem Co
Det 1, 206 ASMC

Jefferson City
HHD, 835 CSSB
Co B (-), 1/376 Avn
229 Med Bn (Multifunction)
138 FSC, 1/138 In
Det 40, OSACOM
7 Civil Support Team (WMD)
Det 6, MO Rec & Ret Bn

Jefferson City
❖ **Ike Skelton Training Site**
STB, JFHQ
HHD, JFHQ-MO
Det 1, MOARNG (Sel Svc)
HHD, MO Rec & Ret Bn
429 Trial Defense Team
1924 AQ TM
70 Public Affairs Det
Counter Drug
MOARNG Med Det (-)
135 Military History Det
Det 1, RTS-Maintenance

Joplin
HHC, 203 En Bn
FSC, 203 En Bn

Kansas City
HQ, 110 MEB
HHC, 1/138 In Regt
Co A (-), 1/138 In
1141 En Co (Sapper)
135 Signal Co
205 ASMC
Det 2, MO Rec & Ret Bn

Kennett
1137 MP Co (-)

Kirkville
Det 1, 1438 En Co (MRBC)

Lamar
Det 1, Co A, 311 BSB

Lebanon
HHD, 3/135 Avn

Lexington
Det 1, HQ, 35th ID
HHC, 311 Bde Spt Bn

Macon
1438th En Co (MRBC)(-)
Det 8, MO Rec & Ret Bn
❖ Macon Tng Site

Marshall
1128 FSC (HIMARS)(-)

Maryville
HHB, 1/129 FA (HIMARS)

Mexico
1140 MP Co (-) (Guard)

Moberly
Det 1, 2175 MP Co

Monett
117 En Team (Asphalt)
Co D (-), 1/138 In

Neosho
Det 1, MOARNG Med Det
❖ Camp Crowder Tng Site

Nevada
Co A (-), 311 BSB
MO Tng Site Det
❖ Camp Clark Tng Site

Perryville
880 En Team (Haul)
Det 1, Co C, 1/138 In

Pierce City
276 En Co (Vert)

Poplar Bluff
HHD, 205 MP Bn

Portageville
Det 1, 1221 Trans Co

Richmond
Det 1, 1128 FSC
1135 En Co (Clearance)

Rolla
Det 1, 735 Field Svc Co
335 En Plt (Area Clearance)

St. Clair
1175 MP Co(-)

St. Joseph
Det 1, Co A, 35th ID (Ops)
Co B (-), 35th ID (I & S)
Co C (-), 35th ID (Signal)
Det 1, MO Rec & Ret Bn

St. Louis (Kingshighway)
Det 1, 1175 MP Co
Co B, 1/138 In
Co C (-), 1/138 In

Sedalia
HQ, 35 CAB
Det 3, MO Rec & Ret Bn

Sikeston
Det 2, 1221 Trans Co

Springfield
HSC, 935 ASB
206 ASMC
Det 1, 1138 MP Co (Guard)
Det 1, 276 En Co (Vertical)
Det 4, MO Rec & Ret Bn
Det 3, Co F, 1/169 Av Regt (MEDEVAC)

Springfield
1107 Aviation Group
Co A 1107 Aviation Group
Co B 1107 Aviation Group
135 Army Band
Det 3, Co I, 1/185 TA

Trenton
548 Trans Co (PLS)

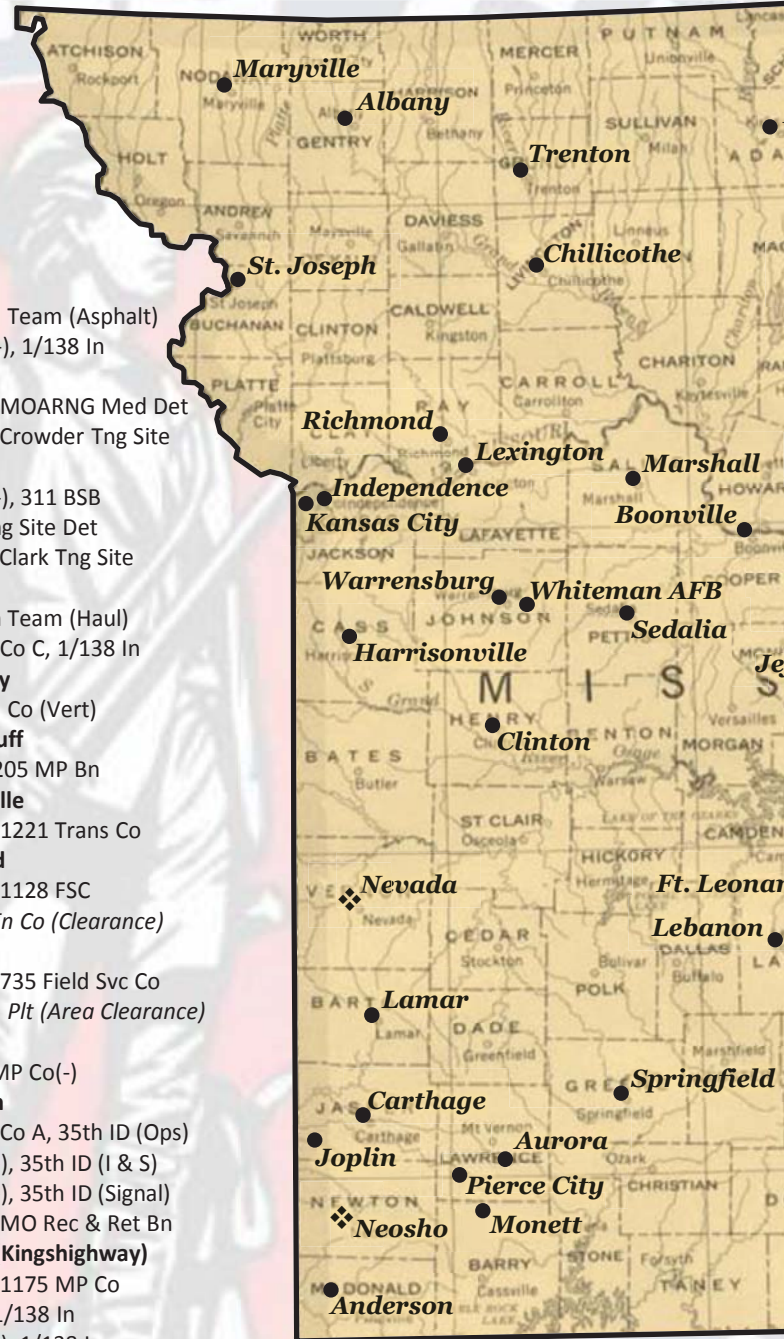
Warrensburg
Co C, 935 ASB
Det 3, Co B, 935 ASB

Wappapello
❖ Wappapello Tng Site

Warrenton
3175 MP Co

West Plains
1138 MP Co (-)

Whiteman AFB
HHC, 1/135 AV
Co A, 1/135 AV
Co B, 1/135 AV
Co C, 1/135 AV
Co D, 1/135 AV
Det 1, Co E, 1/135 AV



Future Units are indicated in Italics

GUARD UNITS



ACRONYM GUIDE

ASMC	Area Support Medical Company
ASB	Aviation Support Battalion
AV	Aviation
Bat.	Battery
Bde.	Brigade
Bn.	Battalion
BSB	Brigade Support Battalion
CAB	Combat Aviation Brigade
Chem.	Chemical
CID	Criminal Investigation Division
Cmd.	Command
Co.	Company
Comm.	Communications
CERFP	Chemical, Biological, Radiological, Nuclear Emergency Response Force Package
CBRN	Chemical, Biological, Radiological, Nuclear Response Capability
CSSB	Combat Sustainment Support Battalion
CST	Civil Support Team
Ctr.	Center
Det.	Detachment
Div.	Division
DSCA	Defense Support to Civil Authorities
En.	Engineer
Equip.	Equipment
FA	Field Artillery
Fl.	Flight
FP	Force Provider
FSC	Forward Support Company
Gp.	Group
HHB	Headquarters and Headquarters Battery
HHC	Headquarters and Headquarters Company
HHD	Headquarters and Headquarters Detachment
HRF	Homeland Response Force
HSC	Headquarters Support Company
Hist.	History
Horiz.	Horizontal
JFHQ-MO	Joint Force Headquarters - Missouri
Log.	Logistics
Maint.	Maintenance
MEB	Maneuver Enhancement Brigade
Med.	Medical
Mil.	Military
MP	Military Police
MPAD	Mobile Public Affairs Detachment
MRBC	Multi-Role Bridge Company
NIMS	National Incident Management System
Ops.	Operations
Ord.	Ordnance
OSACOM	Operational Support Airlift Command
Plt.	Platoon
ROC	Rear Operations Center
RR	Recruiting and Retention
RTI	Regional Training Institute
Sec.	Section
Spt.	Support
Sq.	Squadron
STB	Special Troops Battalion
Tac.	Tactical
TASMG	Theater Aviation Sustainment Maintenance Group
TCP	Tactical Command Post
TEBn	Training and Evaluation Battalion
Tm.	Team
Tng.	Training
Trans.	Transportation
Trp.	Troop
Vert.	Vertical



Bridgeton (●)

131 Fighter Wing
239 CBCS
231 Civil En Sqdn
110 Fighter Sqdn
571 AF Band

Cannon Range (Ft. Wood)

Det 1, 131 FW

St. Joseph (Rosecrans)

139 Airlift Wing
241 ATC Sqdn
180 Airlift Sqdn
AATC

St. Louis (Jeff Brks)

157 AOG
MO HQ Det 1

Whiteman AFB

131 Bomb Wing
Det 2, 131 BW (B2)

Jefferson City (ISTS)

HQ, MOANG

70TH TROOP COMMAND

JEFFERSON BARRACKS



MISSION

The mission of the 70th Troop Command is to provide command and control, training, guidance, assistance and administrative and logistical support to its subordinate commands.

The command serves as the FEMA Region VII Homeland Response Force.



ORGANIZATION

COL. WENDUL G. HAGLER II
COMMAND SGT. MAJ. JAY W. MARSDEN

175th MILITARY POLICE BATTALION

COLUMBIA

- Headquarters Detachment - Columbia
- 1139th MP Company - Harrisonville
- 1140th MP Company (Guard)- Fulton/Columbia
- 2175th MP Company - Hannibal/Moberly
- 3175th MP Company - Warrenton/Mexico

205th MILITARY POLICE BATTALION

POPLAR BLUFF

- Headquarters Company - Poplar Bluff
- 1137th MP Company - Kennett/Jackson/Doniphan
- 1138th MP Company - West Plains/Springfield
- 1175th MP Company - St. Clair/St. Louis

229th MULTIFUNCTIONAL MEDICAL BATTALION

JEFFERSON CITY

- Headquarters Detachment - Jefferson City
- 205th Area Support Medical Company - Kansas City
- 206th Area Support Medical Company - Springfield/St. Louis

835th COMBAT SUSTAINMENT SUPPORT BATTALION

JEFFERSON CITY

- Headquarters Company - Jefferson City
- 735th Force Provider Company - Jefferson City/Cape Girardeau/DeSoto/Poplar Bluff/Rolla/Jefferson Barracks
- 1035th Maintenance Company - Jefferson Barracks
- 1221st Transportation Company - Dexter/Portageville/Sikeston
- 3175th Chemical Company - St. Peters

7th WEAPONS OF MASS DESTRUCTION CIVIL SUPPORT TEAM

JEFFERSON CITY

HOMELAND RESPONSE FORCE

JEFFERSON BARRACKS

HIGHLIGHTS

- The brigade with the largest assigned strength in the Missouri Guard, with a combined authorized and assigned strength of more than 2,200 Soldiers.
- During training year 2011, 70th Troop Command received the HHD, 205th Military Police Battalion, Poplar Bluff from a successful deployment to Afghanistan in March.
- Troop Command is deploying the 175th Military Police Battalion, Columbia, which will command and control the 1137th Military Police Company, Kennett with Detachments from Jackson and Doniphan; the 2175th Military Police Company, Hannibal with a Detachment from Moberly; and the 3175th Chemical Company, Jefferson Barracks to Qatar for a Force Protection Mission.
- The 835th Combat Sustainment Support Battalion and 229th Multifunctional Medical Battalion, both from Jefferson City, will deploy to Sinai in support of the Multinational Forces and Observers as it supervises and implements a peace treaty between Egypt and Israel.
- Troop Command also supported State Emergency Duty during one of the biggest snow storms to ever hit the State and had Soldiers stationed in seven different counties along with supporting the unprecedented flooding along the Mississippi River at Bird's Point Levee, flooding of the Black River, and tornado relief in Joplin which was the deadliest natural disaster to hit Missouri.
- The brigade is also responsible for the Homeland Response Force mission for FEMA Region VII and is scheduled for validation during second quarter of fiscal year 2012.



35TH COMBAT AVIATION BRIGADE

SEDALIA

ORGANIZATION

COL. MARK W. MCLEMORE
COMMAND SGT MAJ. WILLIAM J. VOGEL, JR.

1-135th AVIATION BATTALION

WHITEMAN AIR FORCE BASE

- Headquarters Company - Whiteman Air Force Base
- Company A - Whiteman Air Force Base
- Company B - Whiteman Air Force Base
- Company C - Whiteman Air Force Base
- Company D - Whiteman Air Force Base
- Company E - Whiteman Air Force Base/Clinton

3-135th AVIATION BATTALION

LEBANON

- Headquarters Company, 3-135th Aviation Regiment - Lebanon
- Det 1, HHC, 1st Bn, 106th Avn Rgmt - Ft. Leonard Wood
- Co C, 1st Bn, 106th Avn Rgmt - Ft. Leonard Wood
- Det 1, Co D, 1st Bn, 106th Avn Rgmt - Ft. Leonard Wood
- Det 1, Co E, 1st Bn, 106th Avn Rgmt - Ft. Leonard Wood
- Co B (-Det 1), 1st Bn, 376th Avn Rgmt - Jefferson City
- Det 40, Opns Spt Airlift Cmd (OSAA) - Jefferson City
- Det 3, Co I, 185th Avn Rgmt (C23) - Springfield
- Det 3, Co F, 1st Bn, 169th Avn Rgmt (MEDEVAC) - Springfield

935th AVIATION SUPPORT BATTALION

SPRINGFIELD

- Headquarters Company - Springfield
- Company A - Aurora
- Det. 3, Company B - Warrensburg
- Company C - Warrensburg

HIGHLIGHTS

- 35th CAB held annual training at Ft. Leonard Wood and conducted Event III validation on Army Battle Command Systems equipment. The 35th CAB completed an Aviation Training Exercise at Ft. Rucker to prepare for mobilization - training with units the Brigade will deploy with.
- The 3-135th Theater Aviation Battalion conducts missions with both fixed and rotary-wing aircraft (C23 Sherpa, C12 Huron, UH60 Black Hawk, and the OH58 Kiowa). Its missions are conducted internationally and in the US routinely supporting humanitarian aid missions, air assaults, air movements, state emergency duty, paratroops, VIP support and other missions required by Operational Support Airlift Command, Joint Operational Support Airlift Center, the State of Missouri and the 35th CAB.
- -Company C 1/106th is preparing for its 3rd deployment in a combat theater of operations while supporting state emergency duties including the gulf oil spill, Joplin Tornado, and Southeast Missouri flood. They've flown over 2,450 hours this year.
- -Company B, (-), 1/376th AVN executed more than 950 flying hours in fiscal year 2011 in support of the counterdrug eradication mission for Missouri and the Security and Support mission and aided in a state emergency duty for the flood in Southeast Missouri.
- -Detachment 3, 185th and Detachment 40, OSA support OSACOM, JOSAC, Theater Aviation Sustainment Maintenance Group, state and local military air passenger and cargo requests. They are ranked in the top of all states for mission execution of flight hours and mission requests.
- -Detachment 3, 1-169th is Missouri's new aviation

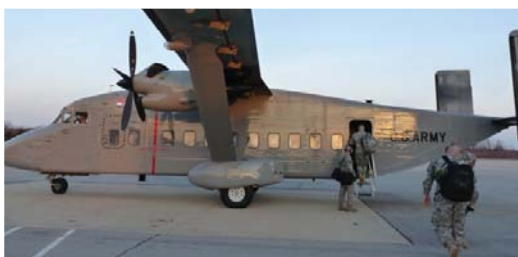
medical detachment. This unit will have UH60s to support air medical mission support and preparing for deployment.

- The 1-135th ARB passed the Aviation Resource Management Survey with several 100 percent sections and an overall "GO". The primary focus this training year was on Individual Soldier Readiness. All aviators transitioned to the AH64D and many enlisted personnel attended AH64D job training. The battalion will field the AH64D (Longbow) with the first aircraft arriving in September. The battalion supported four state emergency duty missions. Several Battalion Soldiers competed and received the German Armed Forces Proficiency Badge during annual training; a first for any battalion in the State. Sgt. Brian Wood was elected Brigade Soldier of the Year and represented the State of Missouri in the National Best Warrior Competition at Ft. Benning, Ga. where he placed 2nd in the nation.
- The 935th ASB supported 470 Soldiers with the 35th CAB during annual training at Ft. Leonard Wood - with full logistic support - including food, maintenance, fuel, ground, medical, ammunition, signal and transportation. The primary focus of annual training was new equipment fielding of Army Battle Command Systems for potential deployment. Company A, 935th supported 1-135th ARB - two platoons - during their annual gunnery at Ft. Chaffee, Ark. with fuel (ground and aviation) and ammunition. The battalion completed 324 internal and external missions, driving over 527,000 miles.



MISSION

The 35th Combat Aviation Brigade deploys to an area of responsibility to provide command, control, staff planning and supervision of combat aviation brigade operations. The brigade's units fly a combination of AH-64A Apache attack helicopters, OH-58 Kiowa observation helicopters and UH-60 Black Hawk utility helicopters. It also has a detachment of two C-23 Sherpa cargo airplanes and a C-12 transport airplane. The brigade's units are capable of performing unit and intermediate level aviation maintenance.



1107TH AVIATION GROUP

SPRINGFIELD



MISSION

The 1107th Aviation Group, which recently transformed from the 1107th Theater Aviation Sustainment Maintenance Group, supports the Missouri National Guard by way of its mission to provide a fixed-base theater of operations dedicated to sustainment/depot capability maintenance of rotary-wing aircraft. One of the largest Missouri Guard units, the 487-member group supports a headquarters division and subordinate companies A and B, as well as the 135th Army Band, all based in Springfield.



ORGANIZATION

COL. WILLIAM J. THOMAS
COMMAND SGT. MAJ. EDWARD J. LAMBETH

1107th AVIATION GROUP

SPRINGFIELD

- Headquarters Detachment - Springfield
- Company A - Springfield
- Company B - Springfield

HIGHLIGHTS

- In early 2011, 150 Soldiers with the 1107th returned to drilling status following a year-long deployment to Southwest Asia. The unit, primarily comprised of rotary-wing helicopter mechanics and other aviation maintenance personnel, sent Soldiers with particular skills to Iraq and Afghanistan as part of Operation Enduring Freedom/New Dawn. Hundreds turned out in Springfield to welcome the unit home in late 2010.
- In the fall of 2010, over 20 Citizen-Soldiers from the 1107th deployed as part of the Aviation Depot Maintenance Round-out unit. The southwest Missouri-based Soldiers joined 140 others from around the country to make up the unit, which consists of a select group of rotary-wing aircraft mechanics, test pilots and others with various aviation-related military occupational specialties. Serving overseas contingency operations, the unit returned to Springfield in October 2011.
- The 1107th participated in several missions related to state emergency duty, including providing personnel for the Disaster Recovery Jobs Program in Joplin. Unit personnel also supported Operation Rising Tide in southeast Missouri by performing operations using a hoist and Black Hawk helicopters for rescue efforts.
- The 1107th proved skill and competitiveness run high in the unit when it comes to marksmanship, taking top team and individual slots in the 2011 Adjutant General State Combat Matches in May. Individual marksmen with the 1107th went on to the regional competition in August at Greenleaf Training Site in Hasting, Neb. The unit also provided expertise by way of experienced coaches for other Missouri Guardsmen seeking marksmanship precision.



35TH INFANTRY DIVISION (Mo)

LEXINGTON

ORGANIZATION

BRIG. GEN. DAVID F. IRWIN
COMMAND SGT. MAJ PHILIP C. BUTLER

35th INFANTRY DIVISION HEADQUARTERS, HEADQUARTERS BATTALION

LEXINGTON

- Headquarters Support Company – Lexington
- Detachment 1, Company A – St. Joseph
- Company B – St. Joseph
- Company C – St. Joseph

HIGHLIGHTS

- 35th Infantry Division (MO) has restructured itself to meet requirements of the U.S. Army Divisional 9.1 organization and equipment redesign.
- A notification of sourcing was received in September 2010, but rescinded in June 2011. While in Army Force Generation deployment cycle 35th ID units continue to work on individual Soldier readiness and preparation for the possibility of being re-sourced for a deployment. The division is sending a number of Soldiers to occupational skill and leadership schools.
- The Division was fielded with the Warfighter Information Network - Tactical (WIN-T) system - upgrading the Signal.
- The Division participated in a number of exercises including new equipment training for WIN-T in Ft. Hood, Texas and Fort Drum, N.Y., Yama Sakura supporting the Japan and U.S. defense cooperation's bilateral command post exercise in Ft. Lewis, Wash. and Japan, and battle command system of systems integration training events I and II for validation of Army battle command system and standardized integrated command post system at Ft. Leavenworth, Kan.
- Units within the Division continue preparation for

participation in a full spectrum exercise slated for September 2011 at Ft. Leavenworth. The Headquarter and Headquarters Battalion will be key at full spectrum exercise in ensuring successful reception, staging, onward movement, and integration along with life support services. C Company has the arduous task of providing communication and network operations, while also contributing to management of communications security and supporting G6. B Company is relied upon to perform intelligence analysis and participate in workgroups and boards to support the G2 and command staff.

- The Division supported state emergency missions throughout the 3rd and 4th quarters of this fiscal year. Signal support Soldiers were sent to support Task Force Mississippi with retransmission capabilities. Soldiers were sent to support Task Force Southwest with noncommissioned officer leadership for command and control. Task Force Northwest utilized the St. Joseph armory for lodging and equipment storage. Military intelligence Soldiers have periodically supported the joint operations center throughout all state emergency duty missions.



MISSION

The 35th Infantry Division is assigned in four States, Missouri, Kansas, Illinois and Nebraska. The 35th Infantry Division (MO) specifically provides command and control of all divisional Soldiers from within the Missouri Army National Guard.



131st BOMB WING

WHITEMAN AIR FORCE BASE/ST. LOUIS



MISSION

In 2011, the 131st Bomb Wing continued the total force Integration as a classic associate unit with the active duty Air Force 509th Bomb Wing at Whiteman Air Force Base. The 131st Bomb Wing's primary operational mission is to provide full-spectrum, expeditionary, B-2 global strike and combat support capabilities. Wing manpower is also dedicated to providing for the unit's overall combat readiness, base operating support functions for tenant and attached units, and for performing combat and emergency duty in support of federal and state missions. Detachment 1, Cannon Range, is the state's only aerial bombing and gunnery range, serving all services.

The wing's tenant units have unique skill sets that set them apart, including: the 231st Civil Engineer Flight's high-demand construction planning and management, the 239th Combat Communications Squadron's highly-mobile, deployable communications capability, and the 571st Air Force Band's musical ensembles.



ORGANIZATION

COL. GREG CHAMPAGNE

CHIEF MASTER SGT. RICH H. PINGLETON, COMMAND CHIEF

131st OPERATIONS GROUP

WHITEMAN AIR FORCE BASE

- 110th Bomb Squadron - Whiteman Air Force Base
- 131st Operations Support Flight - Whiteman Air Force Base

131st MAINTENANCE GROUP

WHITEMAN AIR FORCE BASE

- 131st Aircraft Maintenance Squadron - Whiteman Air Force Base
- 131st Maintenance Squadron - Whiteman Air Force Base
- 131st Maintenance Operations Flight - Whiteman Air Force Base

131st MISSION SUPPORT GROUP

ST. LOUIS/WHITEMAN AIR FORCE BASE

- 131st Civil Engineer Squadron - St. Louis
- 131st Logistics Readiness Squadron - St. Louis/Whiteman Air Force Base
- 131st Security Forces Squadron - St. Louis/Whiteman Air Force Base
- 131st Communications Flight - St. Louis/Whiteman Air Force Base
- 131st Force Support Squadron - St. Louis/Whiteman Air Force Base
- 131st Medical Group - St. Louis/Whiteman Air Force Base

131st BOMB WING, DETACHMENT 1, CANNON RANGE

LAQUEY

TENANT UNITS

ST. LOUIS

- 239th Combat Communications Squadron
- 231st Civil Engineer Flight
- 571st Air Force Band, Band of the Central States

HIGHLIGHTS

- Deployed more than 250 wing personnel; included more than 35 Airmen in support of the continuous bomber presence in Guam.
- First 131st Bomb Wing B-2 participation in support of Operation ODYSSEY DAWN, Strike in Libya, and of Red Flag Exercise at Eielson Air Force base, Alaska.
- Honored more than 200 Airmen who deployed for more than 30 consecutive days at a time during the Hometown Heroes Salute ceremony.
- Deployed five personnel in support of the Missouri Agri-Business Development Team.
- Recognized major milestones: two pilots flew the B-2 for more than 1,000 hours and one pilot flew for more than 1,500 hours.



139TH AIRLIFT WING

ST. JOSEPH

ORGANIZATION

COL. MICHAEL PANKAU
COMMAND CHIEF MASTER SGT. GAILA SULLIVAN

139th AIRLIFT WING

ST. JOSEPH

- 139th Comptroller Flight - St. Joseph

139th OPERATIONS GROUP

ST. JOSEPH

- 180th Airlift Squadron - St. Joseph
- 139th Operations Support Flight - St. Joseph
- 241st Air Traffic Control Squadron - St. Joseph

139th MAINTENANCE GROUP

ST. JOSEPH

- 139th Aircraft Maintenance Squadron - St. Joseph
- 139th Maintenance Squadron - St. Joseph
- 139th Maintenance Operation Flight - St. Joseph

139th MISSION SUPPORT GROUP

ST. JOSEPH

- 139th Civil Engineering Squadron - St. Joseph
- 139th Communications Flight - St. Joseph
- 139th Force Support Squadron - St. Joseph
- 139th Logistics Readiness Squadron - St. Joseph
- 139th Security Forces Squadron - St. Joseph

139th MEDICAL GROUP

ST. JOSEPH

TENANT UNITS

ST. JOSEPH

- Advanced Airlift Tactics Training Center - St. Joseph



MISSION

The 139th Airlift Wing remains globally engaged in continuing operations by providing the state and nation with immediately deployable, combat-ready C-130 H-model aircraft.

HIGHLIGHTS

- In 2011, the Wing supported multiple state emergency duty call-ups while maintaining combat readiness.
- The Wing reported its economic impact to the surrounding community and it was higher than calculations for previous fiscal years. Economic impact to local area was \$131 million.
- More than 250 Wing aviation and maintenance personnel deployed to Bagram Air Base, Afghanistan from October 2010 through January 2011 in support of Operation Enduring Freedom, setting new records for cargo tonnage airdropped. Cargo and passengers were transported across the area of operations in support of coalition efforts in overseas contingency operations.
- Security Forces Squadron deployed and joined the 447th Air Expeditionary Group in Iraq for six months in support of Operation New Dawn.
- Airmen were activated for state emergency duty to assist locally in blizzard and flood relief efforts, and the Wing provided C-130 airlift support during Joplin relief efforts.
- In support of flooding along the Mississippi and Missouri rivers, the Wing served in liaison with community leaders, through levee patrols, security patrols, aerial survey and other state emergency duty supporting the Missouri Joint Force Headquarters and emergency operations center.
- The 139th Airlift wing was awarded the Dick Schram Memorial Community Relations Award for the Sound of Speed Open House and Air Show. This award is presented each year to the military base which, in planning and implementing its air show or air event, not only exhibits traditional community relations as it considers the needs of its civilian neighbors, but sets new standards of excellence in this area by including its community in the planning, execution and rewards of the event.



JB NATIONAL GUARD BASE

JEFFERSON BARRACKS



MISSION

157th Air Operations Group Prepares and provides a trained cadre of Airmen skilled in operational level command and control to augment the 613th Air and Space Operations Center and other USAF active duty forces and support the State of Missouri, employing across the full spectrum of crisis and conflict

121st Air Control Squadron is a mobile unit that provides airborne command and control capability from any deployed location. The Squadron is a deployable, flexible, independent command and control system capable of conducting a wide array of Battle Management functions in support of a Theater Air Component Commander. The 121st ACS also supports a state mission to provide personnel and equipment to protect life and property and preserve the peace, order and safety of the general public under the orders of the Governor of the State of Missouri as directed through the adjutant general.



ORGANIZATION

COL. DAVID NEWMAN

CHIEF MASTER SGT. BILL WILSON

157th AIR OPERATIONS GROUP

JEFFERSON BARRACKS

121st AIR CONTROL SQUADRON

JEFFERSON BARRACKS

HIGHLIGHTS

- The 157th provided skilled manpower to Pacific Air Forces, U.S. Air Forces in Europe, U.S. Africa Command, U.S. Central Command, National Guard Bureau and civil agencies in support of current operations worldwide:
 - Deployed 22 Airmen to Hickam Air Force Base, Hawaii and Yokota Air Base, Japan in support of Operation Tomadachi, a joint/coalition response to a massive earthquake and tsunami affecting northern Japan in March 2011.
 - Deployed eight Airmen in support of Operation Enduring Freedom and two in support of Operation Noble Eagle.
 - Ten Airmen joined US allies and military planners from over 24 nations to participate in Exercise Cobra Gold 2011, in Chiang Mai, Thailand.
 - Deployed 77 Airmen to 613th AOC at Hickam Air Force Base in support Terminal Fury, a U.S. Pacific Command-sponsored exercise.
 - Deployed five Airmen to Canberra, Australia in support of joint Australia-United States exercise Talisman Sabre.
 - Deployed six Airmen to the Republic of Korea as Air Component liaisons to the combined forces commander and subordinate components for exercise Ulchi Freedom Guardian.
- The 157th also provided a ready force of Airmen at the tactical and operational levels of crisis response for emergency operations within Missouri: Bitter Rain, Easter Twister, Rising Tide, Southwest Twister, and Northern Tide; also contributed significantly to the 2011 National Level Exercise.
- After 11 years without funding, program change approval called for the reactivation of the 121st Air Control Squadron in 2010. The unit is comprised of 185 military positions. Staffing, training and equipping the unit are ongoing efforts; 78 percent of the required military positions have been filled and 90 percent (\$40.6 million) of the unit's primary mission equipment have been received and accepted.
- The 121st ACS purchased and installed a 77-foot tower for the purpose of mounting the AN/TPS-75 radar antenna.
- The site support team from Air Combat Command conducted in-garrison hands-on training classes on primary mission equipment for 121st ACS maintenance and operations personnel. The 121st hosted class 11-1 AN/TPS-75 Radar Consolidated hands-on training customarily held at Luke Air Force Base. V-500.5 MCE software upgrade training from P31 incorporated, which represented a major system capability enhancement over the legacy system capabilities. Since June 2010 the unit has gone from zero qualified operations personnel to 16 mission-ready individuals and 14 additional in initial qualification training.
- 121st Air Control Squadron deployments and major exercises:
 - Supported Missouri State Emergency Missions Bitter Rain and Operation Northern Tide with both equipment and manpower throughout the fiscal year.
 - NATO Exercise Ramstein Rover at Volk Field, Wisconsin - Involved live fighter, bomber and tanker aircraft to provide real-world Operation Enduring Freedom training to multiple International Security Assistance Forces Joint Terminal Attack Controller teams from 12 countries prior to deploying to Afghanistan.
 - Navy's Fleet Synthetic Training Group and Warfare Commander/Joint Exercise -augmented the 123rd ACS during their annual training participation as the Air Force tactical command and control node.
 - Navy Fleet Synthetic Training Joint - Carrier Group Exercise at the Distributed Mission Operations Center, Kirtland Air Force Base, New Mexico. Integration of 121st and 123rd Air Control Squadrons with Marine Air Control Squadron 1 with embedded air defense artillery fire control officers provided an opportunity for Missouri Airmen to work with active duty Marines and Soldiers.



Competitive Events

THE 22ND ANNUAL BATAAN MEMORIAL DEATH MARCH

March 26, 2011 - White Sands - New Mexico

NATIONAL GUARD LIGHT TEAM (1st Place)

Sgt. 1st Class Michael Cook
Warrant Officer 2 Samuel Bachler
Staff Sgt. Ryan Houk
Capt. Ryan Jennings
Staff Sgt. Brooks Petty

NATIONAL GUARD HEAVY TEAMS (2nd Place)

Staff Sgt. Travis Radtke
Sgt. Jeremy Kramer
Sgt. Patrick Jennings
Staff Sgt. Derick Moudy
Maj. Craig Gatzemeyer

MILITARY COED LIGHT Teams (3rd Place)

Capt. Rick Frese
Sgt. Jennifer Boutelle
Staff Sgt. Steve Ross
Pvt. 1st Class Marsalis Sherod
Sgt. 1st Class Wayne Harrel

2011 AII GUARD COMBATIVES TOURNAMENT

Ft. Benning, Ga

March 17-21, 2011

MISSOURI NATIONAL GUARD TEAM (3rd)

Participants:

Maj. McDonald Brand (coach)
Staff Sgt. David Reyes (coach)
Pvt. 1st Class Miles McDonald (125lb)
Spc. Issac Krout (140lb)
Pvt. 1st Class Dalton Toombs (155lb)
Spc. Garald Miller (155lb)
Spc. Jeremiah Koerper (185lb)
Staff Sgt. Jonathan Dalman (205lb)
Sgt. Dave Rousin (HVYWGTT).

Overall Individual Results:

- a) Pvt. 1st Class Dalton Toombs (155lb), 1st place
- b) Pvt. 1st Class Miles McDonald (125lb), 4th place

THE 2011 MAC V REGIONAL COMPETITION

Francis Greenlief Training Site, Hastings, Neb.

August 18-21, 2011

106 Soldiers and Airman participated. 4 teams of 4 soldiers per team represented the Missouri National Guard.

Overall Team Results are as follows:

- a) 2nd Place Team: Missouri A-Team (Overall Pistol)
 - (1) Sgt. 1st Class Chad Frances, Joint Force Headquarters - Mo
 - (2) Master Sgt. Mike Tanner, Joint Force Headquarters - Mo
 - (3) Sgt. James Whitener, Co B 1/138th Inf
 - (4) Spc. Andrew Pipkin, Co A 1107th Theater Avn Sus Maint Gp
- b) 3rd Place Team: Missouri C-Team (Overall Pistol and Rifle)

- (1) MSgt. Ben Israel, 139th Security Forces Sqn
- (2) TSgt Rodd Boyer, 139th Maint Gp
- (3) Staff Sgt. Tracy Emily, Co A, 1107th Theater Avn Sus Maint Gp
- (4) Sgt. Cody Walsh, Co A, 1107th Theater Avn Sus Maint Gp

Overall Individual Match Results:

- a) Spc. Andrew Pipkin, 1st place - RI321 (Rifle Excellence in Competition)
- b) Sgt. 1st Class Chad Francis, 3rd place - PI221 (Pistol Excellence in Competition)
- c) Staff Sgt. Joseph Salcido, 3rd place - 621 (EIC individual aggregate novice)
- d) Spc. Andrew Pipkin, 2nd place - 621 (EIC individual aggregate open)
- e) Sgt. James Whitener 1st place - RI303 (500 yard feedback open)
- f) TSgt Rodd Boyer, 3rd place - RI303 (500 yard feedback open)
- g) Warrant Officer 2 James Hosford, 2nd place - RI304 (300 yard feedback novice)
- h) MSgt Benjamin Israel, 1st place - RI304 (300 yard feedback open)

THE 2011 ADJUTANT GENERAL'S COMPETITION

CAMP CROWDER, Mo

May 13-15, 2011

134 Soldiers and Airman participated.

Overall team results are as follows:

- a) First Place Team: Co A, Aviation Support Co., 1107th TASMG
 - (1) Staff Sgt. Charles Thomas
 - (2) Staff Sgt. Jered Clark
 - (3) Sgt. Cody Walsh
 - (4) Spc. Andrew Pipkin
- b) Second Place Team: 935th Aviation Support Bn Team A
 - (1) Chief Warrant Officer 4 Philip Fels
 - (2) Warrant Officer 2 James Hosford
 - (3) Staff Sgt. Darrin Moyers
 - (4) Staff Sgt. Murray Anderson
- c) Third Place Team: Joint Force Headquarters-Special Troops Bn Team A
 - (1) Lt. Col. Thomas Huber
 - (2) Master Sgt. Michael Tanner
 - (3) Sgt. 1st Class Chad Francis
 - (4) Staff Sgt. Brett Redel

Overall Individual Match Results:

- a) 1st Place Novice – Staff Sgt. Joseph Salcido, Co A (Avn Spt Co) 1107th Theater Aviation Sustainment Maint Gp
- b) 2nd place Novice – Master Sgt. Michael Schnurbusch, HHC 1140th Eng Bn
- c) 3rd place Novice - Spc. Zachary Walker, BTRY B 1-129th FA
- d) 1st place Open – Staff Sgt. James Phelps, 3175th MP Co
- e) 2nd place Open - Sgt. 1st Class Chad Francis, Joint Force Headquarters-Special Troops Bn
- f) 3rd place Open - Sgt. James Whitener, CO B 1-138th Infantry Regiment



Specialized Units & Programs

SPECIAL TROOPS BATTALION - JOINT FORCE HEADQUARTERS

The Special Troops Battalion, Joint Force Headquarters - Missouri (135th Rear Operations Center), located in Jefferson City, coordinates both administrative and logistical support of the following units: Headquarters, Headquarters Detachment, Joint Force Headquarters, 27th Recruiting & Retention Battalion, Selective Service, the 7th Weapons of Mass Destruction Civil Support Team, Counter Drug, Training Site Command (Camp Clark), 1924th Support Detachment, 4175th Criminal Investigation Division Detachment (Fulton), 135th Military History Detachment, 135th Army Band (Springfield), 429th Trial Defense Team, multiple Agriculture Development Teams, and the 70th Mobile Public Affairs Detachment.

- Successful deployment of Missouri Agriculture Development Team V.

- Successful re-deployment of Missouri Agriculture Development Team IV.

- The 135th Army Band continued a long standing tradition of marching in the veiled prophet Independence Day parade in St. Louis. Following, the band went to annual training at Fort Rucker, Ala, where it received high scores as part of its evaluation for mobilization readiness exercise. The band also played concerts and marched in parades throughout Missouri and performed at welcome home and departure ceremonies for multiple Missouri Guard units in 2011. In March, the band played the national anthem in front of tens of thousands at the Edward Jones dome as part of the Greater St. Louis marching band festival.

STATE PARTNERSHIP PROGRAM



The State Partnership Program is a Department of Defense tool to promote regional stability and cooperation. Leaders of the National Guard and Army Reserve are looking to theater security cooperation missions as a way to keep their forces ready, even as demand for boots on the ground in Iraq and Afghanistan declines after almost a decade of war. The Missouri National Guard and Panama formally established a state partnership in 1996. The Missouri Guard primarily uses subject matter expert exchanges to encourage economic development, foster democracy and strengthen partnerships between civil, military and non-governmental agencies.

Currently, subject matter expert exchange engagement has led to two formal Missouri - Panama civilian agency continuing cooperation agreements. In September 2008, Kansas City's Children's Mercy Hospital established an agreement with Panama City's Children's Hospital. In November 2009, the State of Missouri Department of Higher Education established an agreement with Panama's National Counsel of the Institute for the Formation and Betterment of Human Resources.

Highlights:

- The adjutant general visited Panama to discuss the future of the partnership with officials from Panama and the U.S. Embassy.
- Internal Affairs subject matter experts exchanges Phases I - III.
- Water purification initiatives.
- Subject matter expert exchanges on Counterdrug with an emphasis on illicit trafficking and patrols.
- Subject matter expert exchanges on Logistics Management for Humanitarian Assistance.

Planned fiscal year 2012 events include: •In August 2010, the Missouri National Guard began facilitating the Panama International Rotary Club and Missouri Rotary District #6080 for a cooperative project in fiscal year 2012; •MINSA, Conades, Rotary Panama Orientation Visit; •911 Call Center Phase II; •Annual State Partnership Program Planning Meeting; •Non-Lethal Weapons Phase I; •Internal Affairs Phases IV & V; •Combat Lifesaver Field Medic; •Water Purification System Phase II; •Military Police Checkpoints; •Marksmanship Phase I; and •Counterdrug (Illicit Trafficking) Phase II.

7TH CIVIL SUPPORT TEAM

The 7th Weapons of Mass Destruction Civil Support Team is a 22-member, joint Air and Army Guard unit that supports civil authorities at domestic chemical, biological, radiological, nuclear and high-yield explosive incident sites. 70th Troop Command has administrative command and control of the CST. The Jefferson City-based team is responsible for identifying unknown agents and substances, assessing current and projected consequences, advising on response measures, and assisting with appropriate requests for state support.

Highlights

- The team shined this year boasting a "T" rating on their external evaluation conducted by ARNORTH in October and by receiving all "GOs" on their Standard Evaluation and Assessment Team inspection with a 99 percent compliance rating conducted by ARNORTH in April.
- Participated in Operation Show Me Rising Tide during southeast Missouri flooding. Established and maintained communications assets for 70 hours between military, state and federal personnel during critical time of flooding and levee management.
- The 7th WMD CST has remained operationally ready to provide support to the citizens of Missouri and neighboring states, including providing sup-

port for Missouri state emergency duty operations while the unit was attending advanced chemical and biological training in Edgewood, Md., and assisting neighboring State National Guard WMD CSTs to meet their mission requirements.



- Continued to improve our working relationship with local, state and federal agencies through the use of lanes training, site visits, mutual agreements, and networking. Completed 16 field-training exercises, both internal training events developed and executed by our own personnel, as well as coordinated training exercises with Columbia, Cameron, Jefferson City, St. Louis, Kirksville, Branson, Kansas City, Lebanon and Marshall first responders.

- The team hosted various awareness briefings this year to include equipment displays for a contingent of National Guard from Saudi Arabia, local elementary school, and participated in Summer Talent Academy for Professions in Health (S.T.A.P.H.) at Truman State University.

HOMELAND RESPONSE FORCE (HRF)

The Department of Defense's Quadrennial Defense Review identified Chemical, Biological, Radiological, Nuclear response capability (CBRN) gaps. To mitigate these gaps, DoD directed the creation of 10 Homeland Response Forces as part of a unified CBRN enterprise.

One HRF will be emplaced in each FEMA region. Showing Missouri's continued CBRN leadership - an original Civil Support Team and CBRN Emergency Response Force Package (CERFP) state - the Missouri National Guard nominated itself and was selected to provide the HRF for all of FEMA Region VII, which includes Missouri, Iowa, Kansas and Nebraska. 70th Troop Command has administrative command and control of the HRF.

The HRF is a 566-member organization augmenting Missouri's existing CERFP with a brigade level headquarters and a security forces element.



This comprehensive package relieves substantial first responder support burdens associated with traditional CERFP and CST responses to CBRN incidents. CBRN specific response capabilities - search and extraction, medical triage and lifesaving, and decontamination - remain with the CERFP element. However, the brigade headquarters can seamlessly command, control and integrate up to three CERFPs and five CSTs into the civil authority's Incident Command System response. Additionally, the security forces reduce civil law enforcement crowd control and evacuation security requirements at HRF sites during chaotic CBRN events.

Increased full-time manning, up to 25 percent compared to a typical units 6 to 9 percent, substantially increases the HRF value to the civil authorities they support. Working with state agencies, emergency management directors, and first responders, these full time Guardsmen can plan, rehearse, and synchronize CBRN response activities, roles, and responsibilities prior to an incident. Their full-time status also speeds recall and deployment. The improved response time and effectiveness gained through these full-time Soldiers and Airmen cannot be overstated.

The 70th Troop Command, along with medical personnel from the Air National Guard, will man the HRF. Throughout 2011-2012, Soldiers and Airmen will receive enhanced training, extensively plan with civil authorities and other states, and prepare for their mission assumption in March 2012.

Specialized Units & Programs

COUNTERDRUG TASK FORCE

The Counterdrug Task Force provides specialized equipment, facilities and highly skilled personnel to assist law enforcement agencies and community based organizations in an effort to combat the ever changing drug threat to the state of Missouri. The task force leverages its unique assets in three fronts; providing analytical support to law enforcement to reduce the supply of illicit drugs, providing prevention professionals to communities to aid in reducing the demand for illicit drugs, and providing aviation support to law enforcement to find illicit drugs in the state. The Counterdrug Task Force supports overseas contingency operations by thwarting the funding of terror activities by countering narco-terrorism activities.

During fiscal year 2011, the Counterdrug Task Force accomplished the following:

Drug Supply Reduction (Assistance to Law Enforcement)

Counterdrug provides trained intelligence analysts to selected strategic law enforcement agencies to provide analytical support. These Guardsmen use both their military skills and specialized training to aid law enforcement agencies with critical case analysis. Counterdrug supported 10 agencies in 15 different offices, comprised of federal, state agencies and multi jurisdictional task forces.

- Analyst worked on 1,853 cases resulting in 1,433 arrests and the seizure of:

- 10,237 pounds of drugs and 10,744 pills with an estimated street value of \$98 Million; \$4.8 Million in drug-related currency; 14 vehicles and 109 Weapons

Drug Demand Reduction (Assistance to Community Based Organizations)

Counterdrug provides trained drug prevention specialist to communities

throughout the state. These Guardsmen use both their military skills and specialized prevention training to provide prevention support to communities. This is accomplished through providing both drug prevention classes to youth acting as instructors and mentors; and providing support to community coalitions through strategic planning development and general support. Counterdrug supported 90 community based organizations and schools with support in three categories:

- Drug education: Prevention specialists provided an eight to 12 session drug education program to youth primarily in a school setting. Each session is approximately one hour and focuses on drug education, character education and life skills. Counterdrug supported 40 different schools and presented to 2,934 youth.

- Drug Awareness: Prevention specialists provide presentations to raise awareness of specific drug topics. Counterdrug supported 40 community based organizations and schools and presented to 12,069 youth and 959 adults.

- Coalition Support and Development: Prevention specialists provided critical training and facilitation to community coalitions. This is primarily in strategic analysis and planning of coalition efforts and is normally an in-depth process. Counterdrug supported 13 organizations working with 840 people.

Counterdrug Aviation

Counterdrug Aviation is comprised of four OH-58 helicopters outfitted with specialized observation and video equipment. Counterdrug Aviation supports both law enforcement through aerial observation and demand reduction through static displays and presentations. In fiscal year 2011 they flew 50 missions totaling 425 flight hours.

140TH REGIMENT

The 140th Regiment, Regional Training Institute, provides regionalized combat support, combat service support, leadership, military occupational specialty, additional skill identifier, and pre-mobilization training for the Army National Guard, US Army Reserve, and the active component warfighters. Headquartered at Fort Leonard Wood, the RTI consists of four battalions at Fort Leonard Wood, and the Regional Training Site-Maintenance. The regiment conducts training at Fort Leonard Wood, Camp Clark in Nevada, Camp Crowder in Neosho and Ike Skelton Training Site in Jefferson City. The RTI's philosophy is to instruct officers, warrant officers, and enlisted Soldiers in the basic tenets of leadership, management and skills to develop, and in turn, lead the Missouri National Guard into the future. The RTI believes in leadership by example, always leading from the front and better management through education and experience.

- The Regional Training Institute continued its focus on individual Soldier readiness with the unit fitness and resiliency courses, the warrior spirit courses, and combatives level 1 classes. In addition, Missouri's first combatives level 2 class and tactical certification course were conducted.

- The Regional Training Site-Maintenance continued its phased move to Fort Leonard Wood with ongoing construction and expansion of its

MISSOURI REGIONAL TRAINING INSTITUTE

maintenance bays, and increasing numbers of classes conducted at its new location. Completion of the new facility and transition of all RTS-M courses is scheduled for January 2012.

- The Training and Evaluation Battalion provided training assistance to units, and expanded its marksmanship programs to better prepare Soldiers for deployment.

Highlights

Regional Training Institute

- Trained 2,674 Soldiers
- Graduated 1,084 Soldiers from their respective courses
- Graduated 28 Soldiers from Officer Candidate School with 22 acceptance commissions; and graduated eight Soldiers from Warrant Officer Candidate School

The Regional Training Site-Maintenance

- Graduated 573 Soldiers from their respective courses

Training and Evaluation Battalion

- Trained and certified 981 Soldiers supporting six mobilizations and nine individual companies

CENTER FOR SUSTAINMENT OF TRAUMA AND READINESS SKILLS C-STARS



The Center for Sustainment of Trauma and Readiness Skills - better known as the C-STARS program - is designed to immerse Air Force doctors, nurses and technicians in civilian level-1 trauma centers for the purpose of wartime clinical currency. Human patient simulation is an important adjunct to ensure all key readiness skills are completed.

- The St. Louis program has trained over 1,200 doctors, nurses and medics completing 100 percent of their wartime readiness skills in support of the Global War on Terrorism, Operation Enduring Freedom and disaster response on the homeland.

- Secured funding, certified instructors, and directed the implementation of the Society of Critical Care Medicine Pediatric Fundamentals of Critical Care Support Course -- one of only four institutions in the nation.

- Developed first pediatric trauma sustainment curriculum in the Air Force Medical Service; provided critical just-in-time training to support pediatric casualty care currently encompassing 30 percent of patients in the AOR.

- Increased human patient simulation capacity by 100 percent creating multi-patient trauma scenario training; enhanced overall simulation training capability to meet more realistic casualty events.

Specialized Units & Programs

FUNERAL HONORS PROGRAM

The Funeral Honors Program coordinates and provides military funeral honors to Veterans.

- Has 13 teams strategically located throughout the state in Jackson, Jefferson City, Joplin, Kansas City, Macon, Poplar Bluff, Rolla, Springfield, St. Joseph, Warrensburg, West Plains and two teams in St. Louis.
- Is available to serve at Veterans' funerals at all hours of the day, every day of the year.



- Is augmented by traditional members of the Missouri National Guard when the demand for teams at funeral services exceed the Funeral Honors Program's normal capability.

SHOW-ME HEROES



Show-Me Heroes is Gov. Jay Nixon's initiative to provide increased employment opportunities to Missouri's Veterans and members of the National Guard and Reserve forces, and to showcase those employers who have pledged to do so. Established as a partnership between the Missouri National Guard and the Missouri Division of Workforce Development, Show-Me Heroes helps connect Missouri's job-seeking Veterans with supporting employers at www.ShowMeHeroes.mo.gov.

In addition to visiting Show-Me Heroes online, there are Missouri career centers located throughout the state. Dedicated Veterans outreach staff consist of local Veterans employment representatives, who facilitate or provide assistance in job placement and accessing needed services, and advocate for Veterans by developing employment

opportunities with businesses, and disabled Veterans' outreach program specialists, who provide case management and develop career and job training opportunities for Veterans, with special emphasis on Veterans with service-connected disabilities. We are proud to say that Veterans are given priority of service in the Missouri Career Centers.

For those who can't visit a Missouri Career Center in person have the option to register with the state's online career assistance resource at: www.MissouriCareerSource.com. Maintained by the Missouri Division of Workforce Development, the site allows users to post their resume, search job openings, seek career counseling, and request training in high-demand industries.

While Show-Me Heroes is not intended to replace a finely-tuned resume and well-rehearsed interviewing skills, job seekers are encouraged to use the program in conjunction with traditional job search methods. Additional information is available at: www.ShowMeHeroes.mo.gov.

Family & Warrior Support Programs

FAMILY PROGRAM OFFICE

The State Family Program Office plays a critical role in the areas of Family and Youth development and Guard retention.

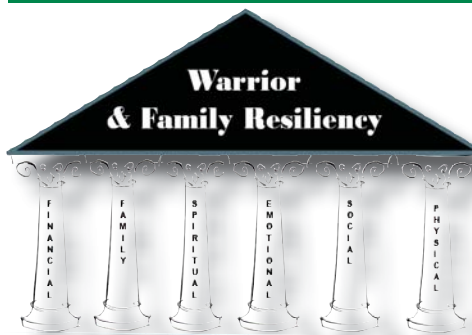
A flourishing child and youth program has garnered national recognition in military publications. Family Program continues to expand its ability to help all military Families.

The Family Program Office continues to expand its ability to develop resources and strategic partnerships with numerous organizations dedi-

cated to helping military Families throughout the state.

- As of Aug. 24, 2011 the Family Program Office has worked with Ameren UE to award over \$600,000 in utility grants for military Families residing in our state.
- The Family Program's Missouri Military Relief Fund has also awarded over \$40,000 in hardship grants to military service members needing assistance.

WARRIOR & FAMILY RESILIENCE



The Resilience Program focuses on strengthening the six pillars of strength which support Service Members and their Families during adversity.

There are currently 220 resiliency trainers located in armories throughout the state that can deliver resilience training to service members via monthly drills, Yellow Ribbon

events, Family Program events, and during Warrior Spirit.

- **Spiritual Resilience** – Teaches Service Members the importance of staying true to their core values, and balancing stressors with things that feed their spirit.
- **Emotional Resilience** – Service members learn about stress reduction techniques and are encouraged to seek help when emotions seem unbearable.
- **Social Resilience** – Shows service members that by having friends that they can talk to during adversity, strengthens their ability to overcome the adversity.
- **Family Resilience** – Focuses on the importance of the relationship between a Service member and their Family and teaches key factors healthy Families should possess.

- Missouri's Strong Bonds program is designed to impact many of the

life factors that significantly impact readiness such as failed relationships, which are a contributing factor to high suicide and divorce rates.

-According to Strong Bonds, three years of studying and evaluating the program, preliminary findings reveal "a 50 percent lower rate in divorce with an increase in marital satisfaction for participants." In addition, 93 percent of polled participants thought the program was helpful and useful.

- There are programs built around married couples, Families and single service members. Each is tailor-made to address the challenges and struggles of specific demographic groups and offers well researched successful options to deal with various issues.

- Missouri's Strong Bonds program is currently affecting approximately: 120 couples; 40 single Soldiers and 20 Families per year.

- Missouri's retreats are averaging well over 98 percent satisfaction from participants.

- **Physical Resilience** – Informs Service members of the importance of taking care of their body through nutrition, exercising regularly and adequate sleep has on reacting-to and overcoming adversity. The state fitness coordinator has the mission to improve individual Soldier and Airmen readiness by promoting enhanced physical resiliency across the force.

-Utilizes resident training through Warrior Spirit and unit fitness and resiliency coordinators, Internet and social media sites, publications and existing military and community resources to educate, train, mentor and promote healthy fitness, nutrition, and lifestyle practices for Soldiers, Airmen and Families.

-Over 195 students graduated from the Warrior Spirit course and 46 from unit fitness and resiliency coordinators course.

-Created a physical resiliency educational webpage on moguad.com.

- **Financial Resilience** – Service members are introduced to the basic functions of finance. Topics include, income and budget and credit and debt management.

Family & Warrior Support Programs

SURVIVOR OUTREACH SERVICES

Survivor Outreach Services were established to assist Families of fallen heroes.

- Designed to continue the efforts of supporting surviving Families after the work of the casualty assistance office is complete - services is available to assist Service members of all branches of service.
- Serves surviving Families as long as there is a need.
- Survivors receive all of the benefits and entitlements their loved one earned for them for as long as they are eligible.



TRANSITION ASSISTANCE OFFICE



The Transition Assistance Office assists service members, retirees, Veterans, and their Family members with Veteran benefits and general benefits. The office also provides assistance in obtaining entitlements through the military health system and access to community resources.

- Provides Service members direction to their benefits - including assistance with Tricare, Veterans Affairs, disability claims, retirement, education, insurance, financial aid and

employment.

- 1,192 Service members were briefed on their benefits, entitlements, programs and resources available.

- The office provides training and assists in mediating conflicts between Service members and service organizations.

- The transition assistance office coordinated 14 benefit briefings at armories throughout the state.

VETERANS RECOGNITION PROGRAM

Awards consist of a medal, medallion, and certificate along with letters from the adjutant general and the governor of Missouri.

- The Missouri Veterans Recognition Program traces its roots to an April 23, 1919 Act of the Missouri General Assembly. This act authorized the Missouri Adjutant General to procure and present, as a token of appreciation of the state, a medal to each member of the National Guard of Missouri who served with a Missouri unit and veterans who served with the regular armed forces in the Spanish American War, Mexican Border Service, or World War I.
- More recently, in 2000 the World War II award was created. Also about this time the State of Missouri made available to WWII Veterans who participated in the "D-Day" invasion of Europe between the dates of June 6 - September 30, 1944, a replica of the 50th Anniversary Jubilee of Liberty Medal. This medal was originally produced by the French Government and

was awarded during their Jubilee Celebration in 1994.

- In 2003, the Korean War award was added.

- In 2006, the Vietnam War award was established.

- Participated in more than 12 Veterans Recognition Ceremonies honoring 165 Veterans during fiscal year 2011.

The Award	Program Totals	FY11
• World War II	46,294	359
• Jubilee of Liberty	5,183	42
• Korean War	17,642	443
• Vietnam War	28,642	1,080

EMPLOYER SUPPORT OF THE GUARD AND RESERVE

Employer Support of the Guard and Reserve promotes a culture in which employers support and value their employees' military service.

- We are proud to call Ameren - Missouri a winner of the Secretary of Defense Employer Support Freedom Award. Missouri had 93 of the over 4,000 nominations for this year's award. This is the highest honor an employer can receive and only 15 awards are given each year.



- Over 60 employers participated in ESGR Bosslifts this year. Whether flying over Fort Leonard Wood in a Black Hawk, testing their shooting skills in the Engagement Skills Training simulators or touring the Lake City Army Ammunition Plant, Missouri employers gained firsthand experience of what our service members do while performing military service.

- Over 8,010 Missouri Employers have signed a Statement of Support

demonstrating their pledge to support our Reserve Component service members. This fiscal year, more than 1,500 employers were added.

- The Missouri Committee for Employer Support of the Guard and Reserve briefed more than 7,000 service members and over 2,000 Family members during Yellow Ribbons, unit briefings, and other military functions. We educated over 4,500 employers at events such as breakfasts with the boss, lunches, bosslifts, the Society of Human Resource Managers Conference, and other expos/opportunities.

- Our volunteers presented 262 Patriot Awards to a variety of Missouri employers.

- New this year, ESGR became a referral source for employment and are working to develop a comprehensive program to assist both job seekers and the employer.

YELLOW RIBBON



The Yellow Ribbon Program's mission is to provide service members and their Families and supporters with services, proactive outreach opportunities, reintegration, and communication skills throughout each phase of their deployment cycle.

- The intent is for the DoD Yellow Ribbon Reintegration Program to provide support and communications every member of the Missouri National Guard, regardless of service affiliation.

- The Reintegration Program helps Service members and Families navigate the numerous DoD, Veterans Affairs and state programs to ensure they receive information and assistance regarding all the skills, benefits, and entitlements with an interactive, integrating

experience. Yellow Ribbon events provide a one-stop opportunity to receive information.

- The vision of the program is to successfully prepare National Guard Service members and Families for deployment, sustain Families during deployment, and effectively reintegrate Service Members with Families, communities and employers upon redeployment or release from active duty.

- Missouri's Yellow Ribbon Program held 24 events in nine communities, reaching more than 4,200 Service members and supporters.



Missouri National Guard

Annual Report

Missouri National Guard
2302 Militia Drive
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NATIONAL GUARD

